



United States Office of Personnel Management

# Federal Human Capital Business Reference Model (HCBRM)

## Human Capital Operational Lifecycle



The Human Capital Business Reference Model (HCBRM) defines the end-to-end lifecycle of Federal Government Human Capital Management (HCM). This includes functional categorization and definition; legal and regulatory alignment; and delegated policy oversight. The [Director of OPM](#) is the owner of the HCBRM and has delegated policy authority to the designated policy leads.

## Navigate the HCBRM

The Home page depicts all fifteen of the HCBRM functions.

### 1. Navigating Functions

Move through the document by clicking the HCBRM functions and menu items

### 2. Navigating the menu

The bottom menu is consistent throughout the document--use it to navigate large sections



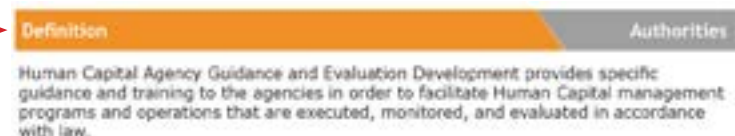
### 3. Navigating sub-functions

Move within functions by selecting their sub-functions



### 4. Navigating tabs

Within a sub-function, you can navigate between the definition and authorities by toggling the middle bar.




*Note: Orange coloring is used as a "you are here" indicator.*

In support of the Federal Chief Human Capital Officers’ (CHCO) vision of achieving government-wide common user experience, the HCBRM is the model to structure and standardize the Federal HCM. This model provides functional structure, definition, regulatory alignment, and ownership.


What are the Five Key Applications of the HCBRM?

Standards




Modernize government-wide HCM operations through a common set of functional standards

Service




A service-centric, technology agnostic categorical model for HC service delivery

Operations




Supports the people, service delivery, process, and policy to deliver HC functions

Finance



The categorical structure and functional definitions for true federal HR spend alignment, analysis, and reporting

Acquisition



Organizes acquisition vehicles by the BRM functional categories to facilitate HC procurement

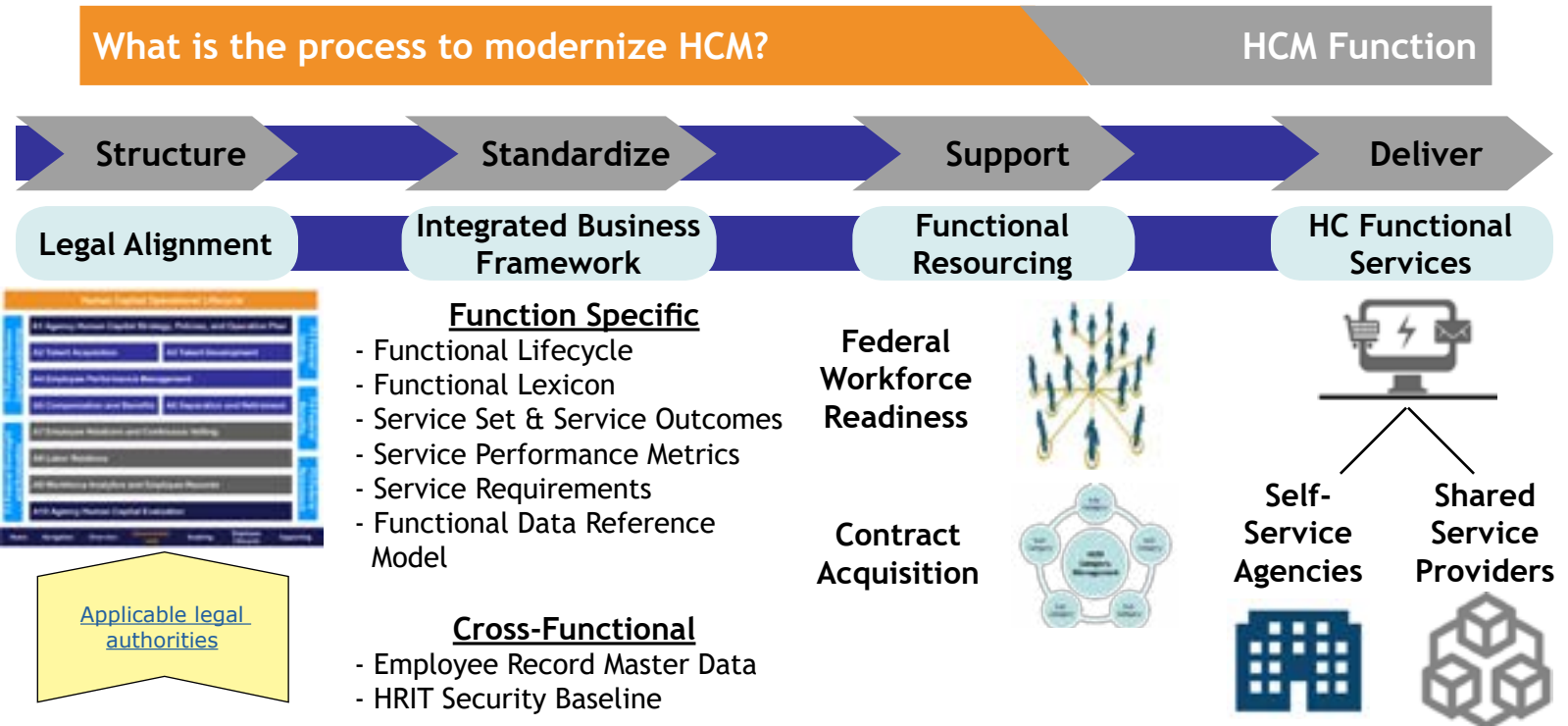
*Aligning operations, financial, and acquisition spend through categorization*

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The Human Capital Integrated Business Framework (HC-FIBF) maps out the implementation roadmap to achieve the CHCOC’s future state vision goals:

- 1) A common user experience across system components\*
- 2) All HR systems are integrated and accessible using a common integration framework
- 3) All HR data is standardized and accessible by all HR systems
- 4) All HR systems and data will follow common security standards

The end-to-end modernization approach can be found below.

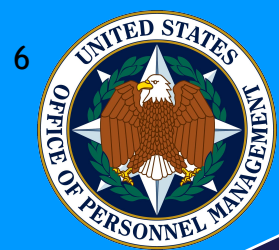


Common User Experience\* for employees & HR practitioners

\*To the extent possible

The Policy Leads Map indicates the policy lead for each sub-function.

Policy Lead	Sub-Function
<u>OPM Director</u>	<u>F1.1, F1.2</u>
<u>OPM Chief Information Officer</u>	<u>A9.5, A9.6</u>
<u>OPM Diversity and Inclusion Director</u>	<u>A1.4</u>
<u>OPM Employee Services Associate Director</u>	<u>F1.1, F1.2, A1.1, A1.2, A1.3, A1.5, A2.1, A2.2, A2.3, A3.1, A3.2, A3.3, A4.1, A4.2, A4.3, A5.1, A5.2, A5.4, A7.1, A7.2, A7.3, A7.4, A8.1, A8.2, A8.3, A9.1, A9.2, A9.3, A9.4</u>
<u>OPM Healthcare and Insurance Director</u>	<u>F4.1, F4.2, F4.3, A5.3</u>
<u>OPM Human Resources Solutions Associate Director</u>	<u>A9.2</u>
<u>OPM Merit System Accountability and Compliance Associate Director</u>	<u>F2.1, F2.2, F2.3, A10.1</u>
<u>National Background Investigations Bureau Director</u>	<u>F3.4</u>
<u>OPM Planning and Policy Analysis Director</u>	<u>A5.3</u>
<u>OPM Retirement Services Associate Director</u>	<u>F5.1, F5.2, F5.3, A6.2</u>
<u>OPM Suitability Executive Agent Programs Director</u>	<u>F3.1, F3.2, F3.3, A2.1, A2.4, A2.5, A7.5</u>



# HCBRM Map

The HC Business Reference Model (HCBRM) functional framework defines Federal Human Capital Management. This map represents the 15 Functions and 54 Sub-functions in the HC lifecycle.

Government-Wide					Enabling		Employee Lifecycle *					Supporting		
F1 Federal Human Capital Leadership	F2 Federal Oversight and Evaluation	F3 Federal Vetting	F4 Federal Benefits	F5 Federal Retirement	A1 Agency HC Strategy, Policies, and Operation	A10 Agency Human Capital Evaluation	A2 Talent Acquisition	A3 Talent Development	A4 Employee Performance Management	A5 Compensation and Benefits	A6 Separation and Retirement	A7 Employee Relations and Continuous Vetting	A8 Labor Relations	A9 Workforce Analytics and Employee Records
F1.1 Federal Human Capital Regulation and Policy	F2.1 Human Capital Strategic and Operational Oversight	F3.1 Vetting Standards and Oversight	F4.1 Benefit Program Administration and Oversight	F5.1 Pre-Retirement Activities	A1.1 Workforce Planning	A10.1 Human Capital Programmatic Evaluation	A2.1 Talent Acquisition Management	A3.1 Talent Development Planning	A4.1 Employee Performance Management	A5.1 Compensation Management	A6.1 Separation Counseling	A7.1 Employee Accountability for Conduct	A8.1 Labor Management Relations	A9.1 Employee Inquiry Processing
F1.2 Human Capital Service Delivery Management	F2.2 Human Capital Evaluation	F3.2 Suitability and Fitness	F4.2 Benefits Enrollment	F5.2 Retirement Case Processing	A1.2 Human Capital Strategy		A2.2 Candidate Sourcing and Recruitment	A3.2 Talent Development and Training	A4.2 Recognition Management	A5.2 Work Schedule and Leave Management	A6.2 Retirement Planning and Processing	A7.2 Employee Accountability for Performance	A8.2 Negotiated Grievances and Third-Party Proceedings	A9.2 Employee Research
	F2.3 Human Capital Agency Guidance and Evaluation	F3.3 Credentialing	F4.3 Agency Benefits Counseling	F5.3 Post-Retirement Customer Service	A1.3 Position Classification and Position Management		A2.3 Candidate Assessment and Selection	A3.3 Learning Administration	A4.3 Performance Appraisal System Certification for SES and SL/ST	A5.3 Benefits Management		A7.3 Administrative Grievances and Third-Party Proceedings	A8.3 Collective Bargaining	A9.3 Workforce and Performance Analytics
		F3.4 Background Investigation Operations	F4.4 Miscellaneous Benefits		A1.4 Diversity and Inclusion		A2.4 Applicant Screening, Reciprocity, Investigation			A5.4 Work-Life Wellness / Employee Assistance Programming		A7.4 Reasonable Accommodations		A9.4 Workforce and Performance Reporting
					A1.5 Employee Engagement		A2.5 Vetting Adjudication					A7.5 Continuous Vetting		A9.5 Employee Records Recordkeeping
							A2.6 New Hire In- processing and Onboarding							A9.6 Employee Records Disclosure

F: OPM-specific Functions

A: Agency-Specific Functions

\*Federal Talent Management is defined as the employee lifecycle

Introduction

HCM  
Modernization

Policy Leads Map

HCBRM Map

Disclaimers

Home

Navigation

Overview

Government-  
wide

Enabling

Employee  
Lifecycle

Supporting

The HCBRM is subject to the following disclaimers:

Disclaimer 1: Authorities Disclaimer

OPM authorities are not the only authorities that govern how agencies oversee their workforces. The rules governing some agencies’ personnel systems except them from some or all of the provisions of Title 5 and provide alternative provisions specific to those agencies. Some of the rules governing the civil service are presidential rules (Civil Service Rules I through X) adopted through Executive Order 10577, as amended, and codified as Title 5 of the Code of Federal Regulations, parts 1 through 10. These presidential rules re-delegate to OPM certain authorities originally delegated to the President. See, e.g., 5 U.S.C. § § 3301, 3302, 3304. Presidents sometimes promulgate other Executive Orders or presidential memoranda on specific topics with specific directions to OPM. In addition, Title 5 of the United States Code and Title 5 of the Code of Federal Regulations encompass provisions that are the responsibility of other agencies, including, for example, the travel provisions at Chapter 57 of Title 5 of the U.S. Code (implemented by the General Services Agency) and the ethics rules in part 2635 of the Code of Federal Regulations, promulgated by the Office of Government Ethics.

Disclaimer 2: Administrative Law Judge Program

Although OPM is permitted to delegate many functions to other agencies, including the examining process for the competitive service (with appropriate oversight and standard-setting), OPM, by statute, is precluded from delegating examining for administrative law judges (ALJs). As a consequence, OPM conducts the competitive examining process for ALJs, maintains a central register from which certificates may be issued when agencies that employ ALJs wish to hire from that register, and maintains an oversight program relating to personnel actions concerning existing ALJs.

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These functions represent OPM’s primary responsibilities in the strategic planning, implementation, oversight, and evaluation required to define, enable, and monitor Human Capital Management across the federal government.





Establish government-wide Human Capital framework and environment to support agencies, focusing on current and emerging priorities; manage, direct, and develop enterprise Human Capital shared services offerings; and manage human capital laws and regulations.

F1.1  
Federal Human Capital  
Regulation and Policy

F1.2  
Human Capital Service  
Delivery Management

[Disclaimer 2: Administrative Law Judge Program](#)

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**F1.1**  
**Federal Human Capital Regulation and Policy**

**F1.2**  
**Human Capital Service Delivery Management**

Definition

Authorities

Federal Human Capital Regulation and Policy provides government-wide leadership and direction in the strategic management of the federal workforce through regulations, guidance, and notices.

[Disclaimer 1: Authorities Disclaimer](#)  
[Disclaimer 2: Administrative Law Judge Program](#)

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- F1.1

Federal Human Capital Regulation and Policy
- F1.2

Human Capital Service Delivery Management

Definition	Authorities
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**Designated Policy Lead:** [OPM Director](#), [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

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F1.1  
Federal Human Capital  
Regulation and Policy

F1.2  
Human Capital Service  
Delivery Management

Definition

Authorities

Human Capital Service Delivery Management refers to the design of a set of systems for assessing the management of human capital by federal agencies and aligning human capital strategies with the missions, goals, and organizational objectives of those agencies.

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- F1.1

Federal Human Capital Regulation and Policy
- F1.2

Human Capital Service Delivery Management

Definition	Authorities
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**Designated Policy Lead:** [OPM Director, OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

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Create, implement, and maintain comprehensive evaluation practices and standards for agencies’ Human Capital management programs and operations, supporting mission accomplishment that is effective, efficient, and in compliance with law.

F2.1  
Human Capital  
Strategic and  
Operational Oversight

F2.2  
Human Capital  
Evaluation

F2.3  
Human Capital  
Agency Guidance  
and Evaluation  
Development

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- F2.1

Human Capital Strategic and Operational Oversight
- F2.2

Human Capital Evaluation
- F2.3

Human Capital Agency Guidance and Evaluation Development

Definition	Authorities
Human Capital Strategic and Operational Oversight fosters agency human capital strategic plans which are driving the organization’s established goals and objectives while also promoting agency human capital operations and processes to meet performance targets for service effectiveness and efficiency.	

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Strategic and  
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Human Capital  
Agency Guidance  
and Evaluation  
Development

Definition	Authorities
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**Designated Policy Lead:** [OPM Merit System Accountability and Compliance Associate Director](#)

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Human Capital  
Strategic and  
Operational Oversight
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Human Capital  
Evaluation
- F2.3  
Human Capital  
Agency Guidance  
and Evaluation  
Development

Definition	Authorities
Human Capital Evaluation involves reviewing agency human resources management programs and practices, including whether they are consistent with merit system principles, and reporting to the head of the agency and the President on the effectiveness of these programs and practices.	

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Human Capital  
Strategic and  
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Human Capital  
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Development

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Human Capital  
Strategic and  
Operational Oversight
- F2.2  
Human Capital  
Evaluation
- F2.3  
Human Capital  
Agency Guidance  
and Evaluation  
Development

Definition	Authorities
Human Capital Agency Guidance and Evaluation Development provides specific guidance and training to the agencies in order to facilitate Human Capital management programs and operations that are executed, monitored, and evaluated in accordance with law.	

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Human Capital  
Strategic and  
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Development

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The process by which covered individuals undergo investigation, evaluation, and adjudication of whether they are, and remain over time, suitable or fit for Federal employment, eligible to occupy a sensitive position, eligible for access to classified information, eligible to serve as a nonappropriated fund employee or a contractor, eligible to serve in the military, or authorized to be issued a Federal credential.

F3.1  
Vetting Standards and Oversight

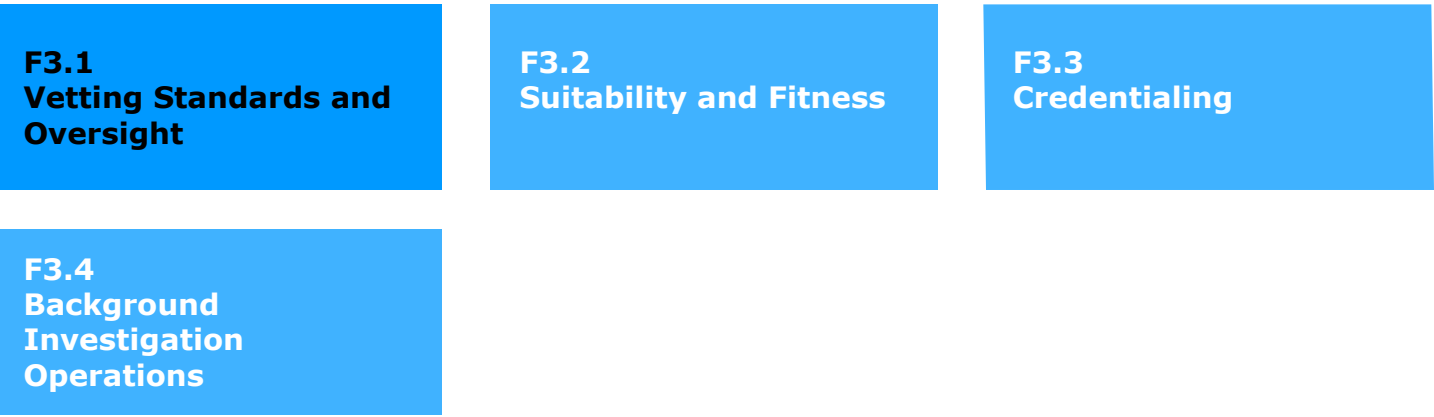
F3.2  
Suitability and Fitness

F3.3  
Credentialing

F3.4  
Background Investigation Operations

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The process by which covered individuals undergo investigation, evaluation, and adjudication of whether they are, and remain over time, suitable or fit for Federal employment, eligible to occupy a sensitive position, eligible for access to classified information, eligible to serve as a nonappropriated fund employee or a contractor, eligible to serve in the military, or authorized to be issued a Federal credential.



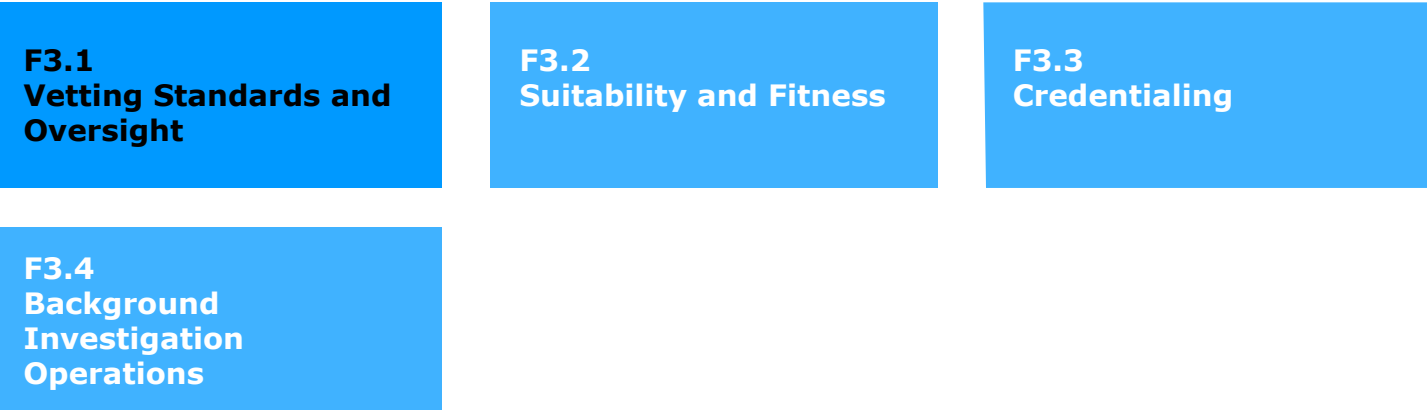
Definition	Authorities
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OPM, jointly with the Office of the Director of National Intelligence, establishes investigative standards for the background investigations used to determine suitability or fitness for federal employment, fitness to perform work under a government contract, eligibility for access to classified information, eligibility to hold a federal position that is otherwise national security sensitive, and eligibility for logical or physical access to federal systems and facilities.

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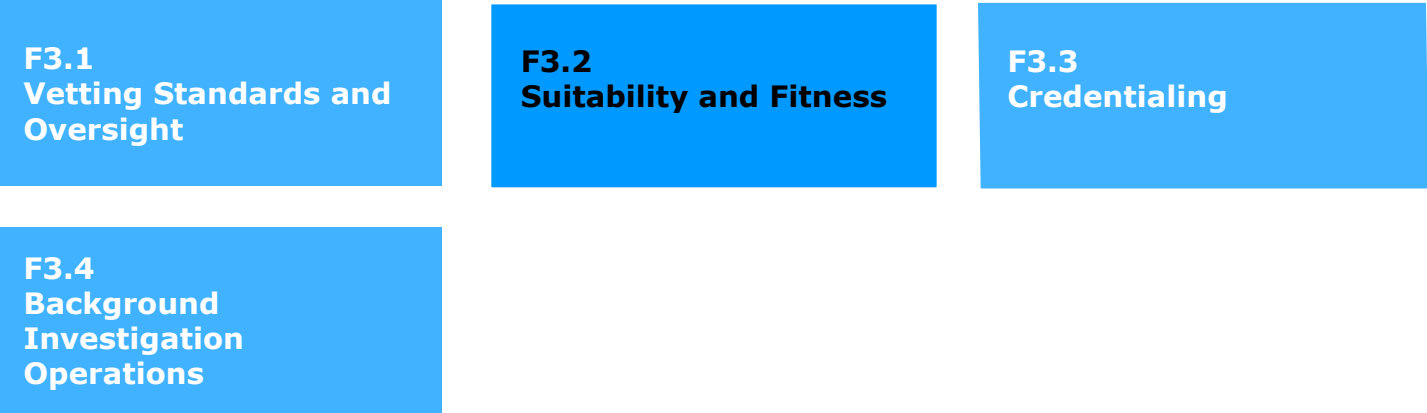
Definition	Authorities
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**Designated Policy Lead:** [OPM Suitability Executive Agent Programs Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

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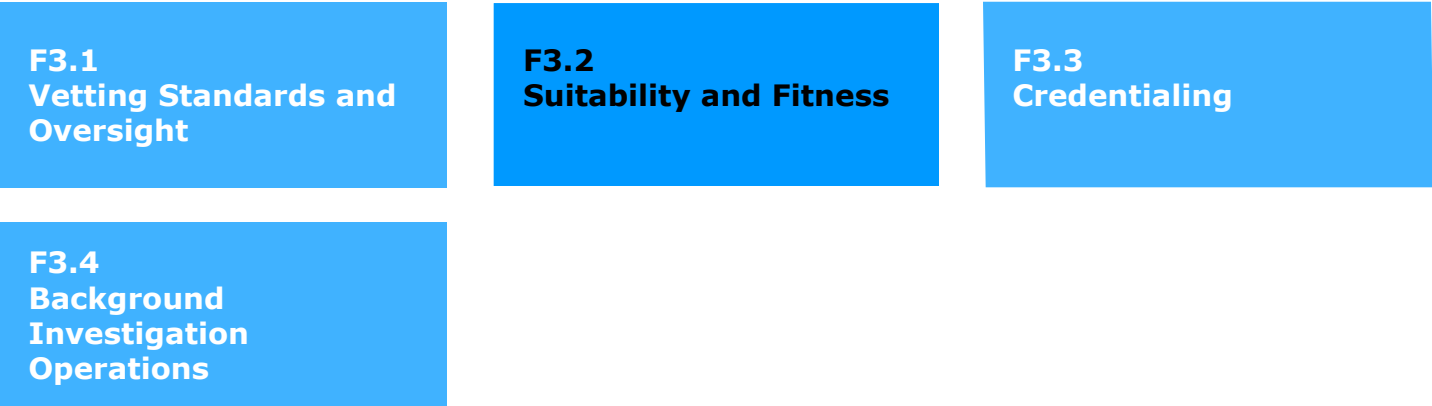


Definition	Authorities
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OPM helps deliver a trustworthy workforce by establishing minimum adjudicative criteria and other guidance regarding suitability and fitness determinations for employment in the civil service, adjudicating reserved cases, and overseeing delegated adjudicative authority. For select cases, OPM makes government-wide suitability and fitness actions.

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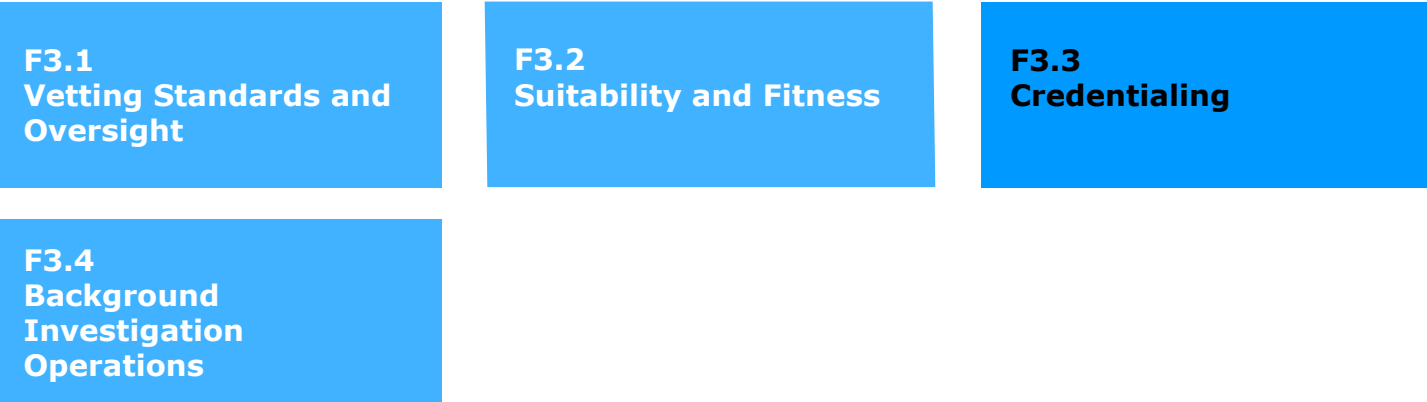
Definition	Authorities
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**Designated Policy Lead:** [OPM Suitability Executive Agent Programs Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

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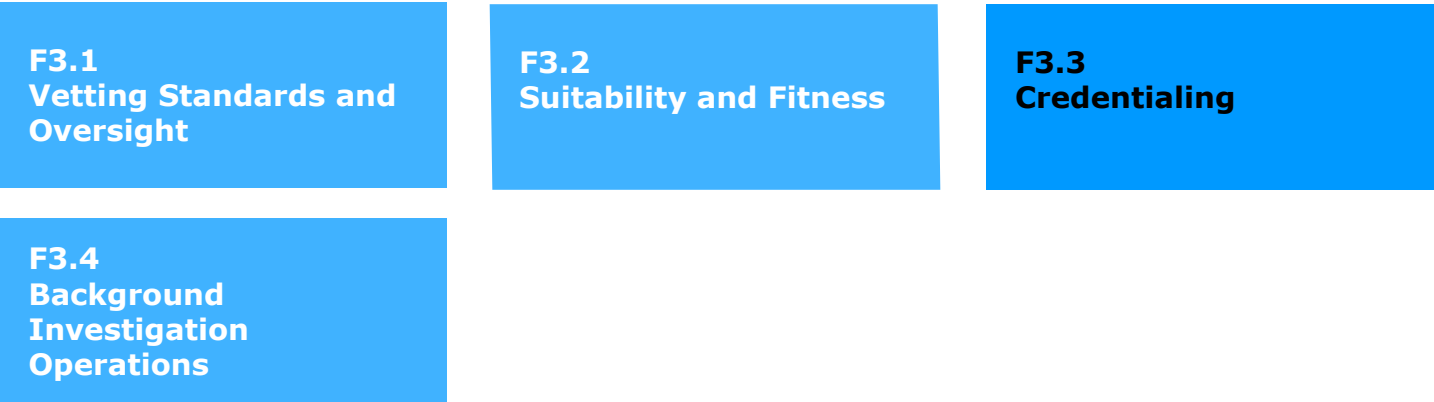
Definition

Authorities

Credentialing includes developing standards for unfavorable determinations of eligibility for a PIV credential to include procedures for denying or revoking eligibility, reconsideration of unfavorable determinations, and rendering the PIV credential inoperable; develop standards and procedures for suspending eligibility for a PIV credential when there is a reasonable basis to believe there may be an unacceptable risk, inquiry or investigation; and develop guidelines and instructions for heads of agencies as necessary to facilitate appropriate uniformity, centralization, efficiency, effectiveness, and timeliness in processes relating to eligibility for a PIV credential.

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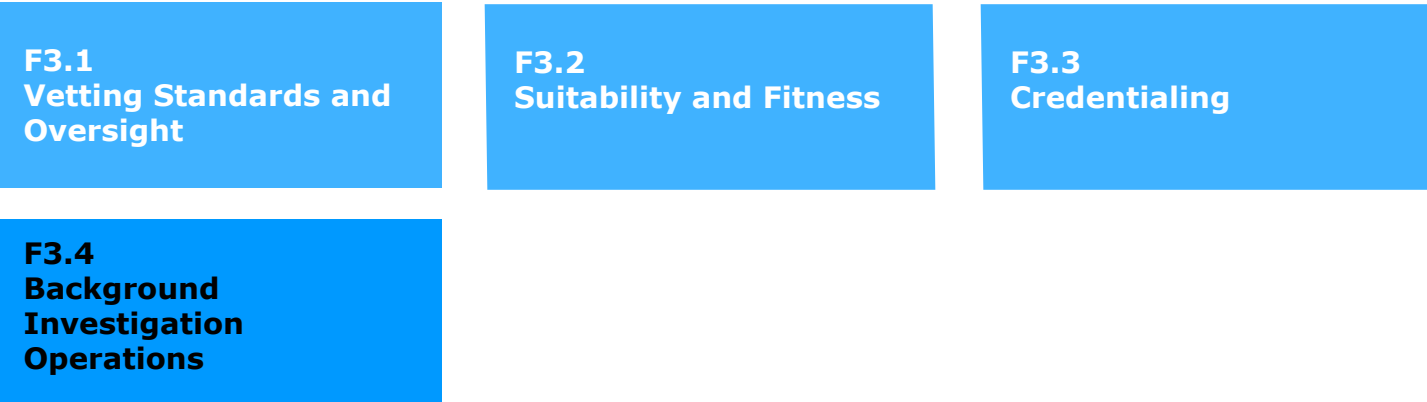
Definition	Authorities
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**Designated Policy Lead:** [OPM Suitability Executive Agent Programs Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

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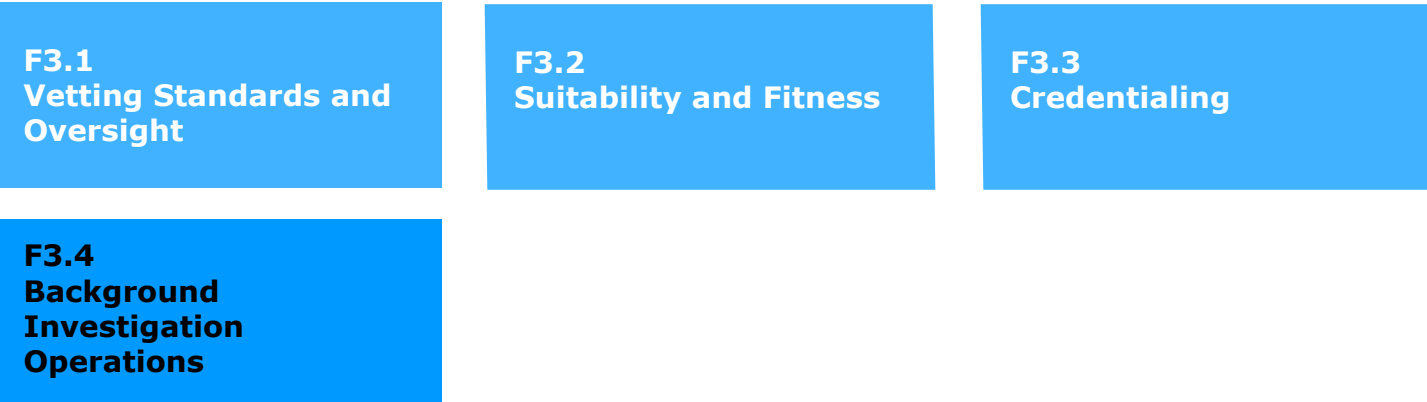


Definition	Authorities
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Background Investigation Operations conducts background investigations to safeguard the integrity and trustworthiness of the federal workforce and provides investigative systems, investigator, and adjudicator training.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

The process by which covered individuals undergo investigation, evaluation, and adjudication of whether they are, and remain over time, suitable or fit for Federal employment, eligible to occupy a sensitive position, eligible for access to classified information, eligible to serve as a nonappropriated fund employee or a contractor, eligible to serve in the military, or authorized to be issued a Federal credential.



Definition	Authorities
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**Designated Policy Lead:** [National Background Investigations Bureau Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

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Administers insurance and tax-saving benefits for federal employees, retirees, and other eligible individuals plus their family members, from negotiating benefits to providing counseling services and Federal Benefits Open Season information to agencies.

F4.1  
Benefit Program  
Administration and  
Oversight

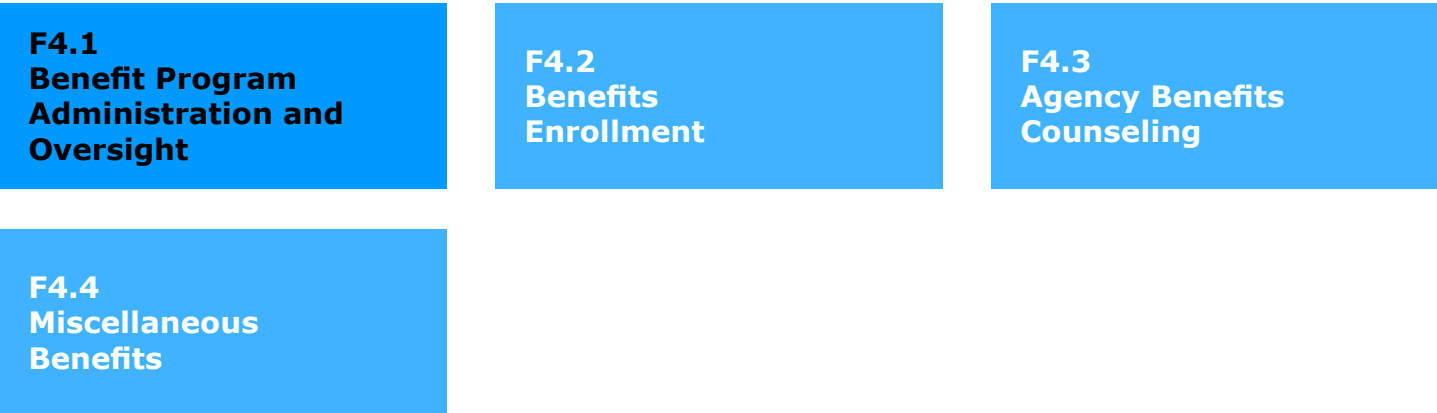
F4.2  
Benefits  
Enrollment

F4.3  
Agency Benefits  
Counseling

F4.4  
Miscellaneous  
Benefits

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

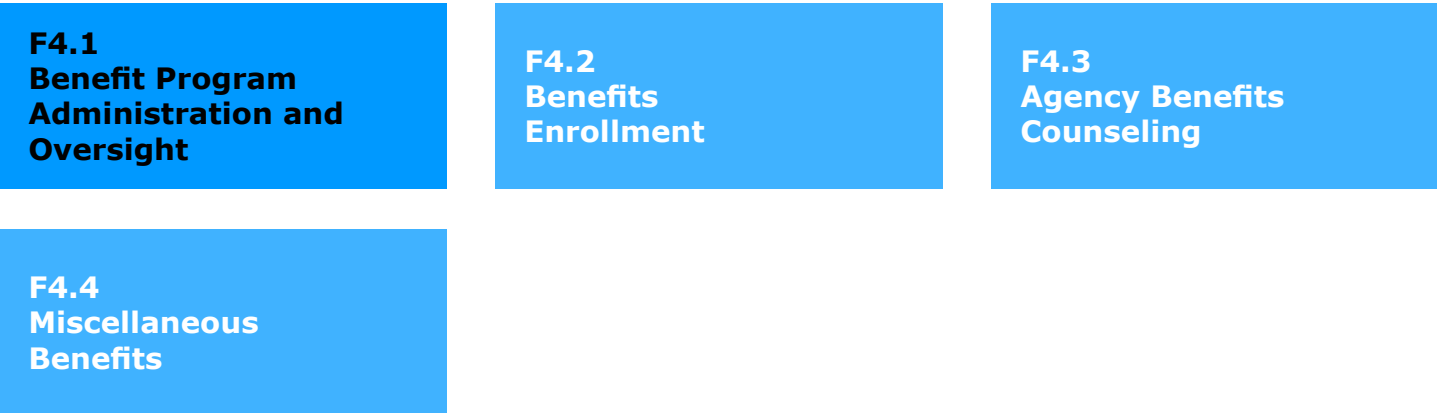
Administers insurance and tax-saving benefits for federal employees, retirees, and other eligible individuals plus their family members, from negotiating benefits to providing counseling services and Federal Benefits Open Season information to agencies.



Definition	Authorities
Benefit Program Administration and Oversight includes negotiating benefits, monitoring performance, and monitoring contractual obligations for health insurance, life insurance, dental and vision insurance, long-term care insurance, and flexible spending accounts.	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

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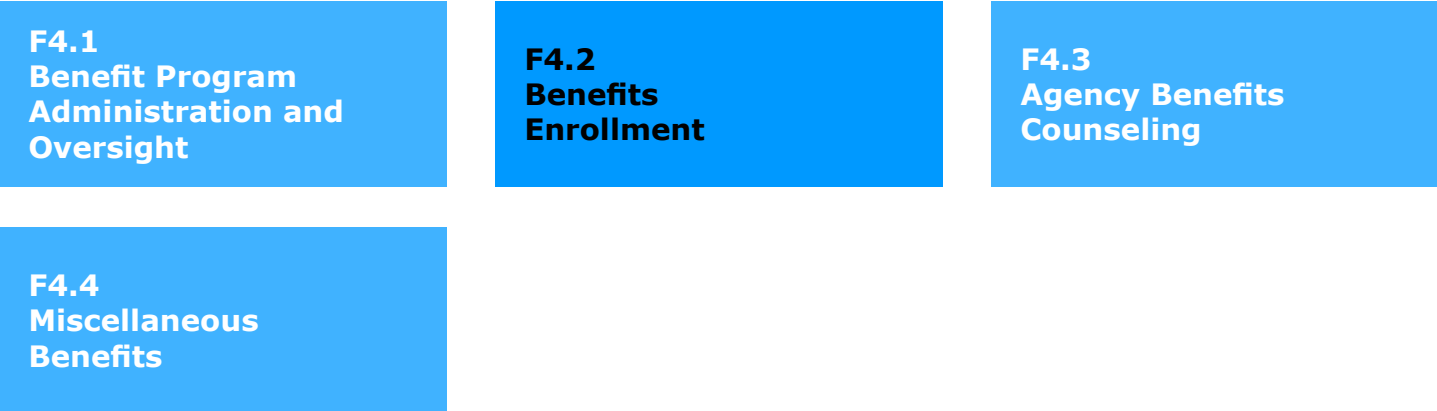
Definition	Authorities
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**Designated Policy Lead:** [OPM Healthcare and Insurance Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

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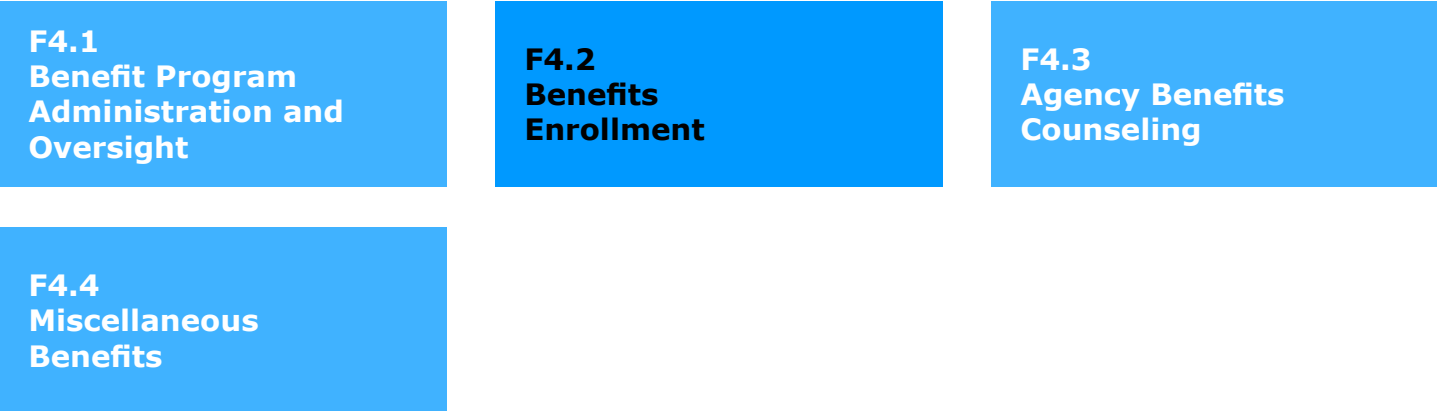


Definition	Authorities
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Benefits Enrollment provides the oversight of the enrollment process, including preparing materials for the annual Federal Benefits Open Season, such as benefit brochures, a health plan comparison tool, and information on the OPM website.

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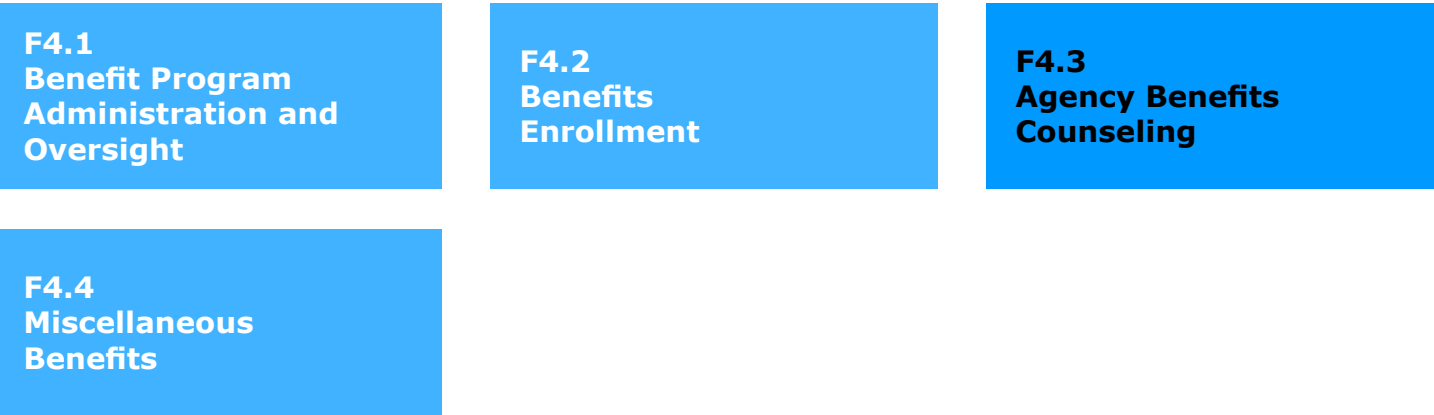
Definition	Authorities
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**Designated Policy Lead:** [OPM Healthcare and Insurance Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

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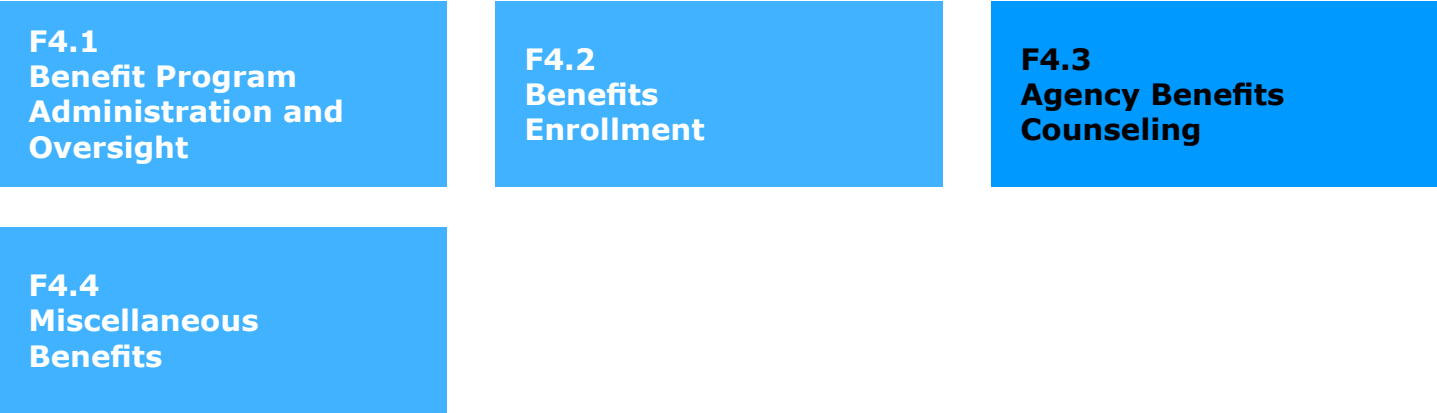


Definition	Authorities
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Agency Benefits Counseling includes providing instructions and guidance to federal agencies on administering the various insurance programs, including implementation of new laws, regulations, policies, and procedures.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Administers insurance and tax-saving benefits for federal employees, retirees, and other eligible individuals plus their family members, from negotiating benefits to providing counseling services and Federal Benefits Open Season information to agencies.



Definition	Authorities
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**Designated Policy Lead:** [OPM Healthcare and Insurance Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)



Administers insurance and tax-saving benefits for federal employees, retirees, and other eligible individuals plus their family members, from negotiating benefits to providing counseling services and Federal Benefits Open Season information to agencies.

- F4.1  
Benefit Program  
Administration and  
Oversight

F4.2  
Benefits  
Enrollment

F4.3  
Agency Benefits  
Counseling

F4.4  
Miscellaneous  
Benefits

Definition	Authorities
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OPM administers other benefit programs unrelated to insurance.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Administers insurance and tax-saving benefits for federal employees, retirees, and other eligible individuals plus their family members, from negotiating benefits to providing counseling services and Federal Benefits Open Season information to agencies.

- F4.1  
Benefit Program  
Administration and  
Oversight

F4.2  
Benefits  
Enrollment

F4.3  
Agency Benefits  
Counseling

F4.4  
Miscellaneous  
Benefits

Definition	Authorities
------------	-------------

**Designated Policy Lead:** Multiple

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Administers insurance and tax-saving benefits and retirement services for federal employees, retirees, survivors, and their families.

F5.1  
Pre-Retirement  
Activities

F5.2  
Retirement Case  
Processing

F5.3  
Post-Retirement  
Customer Service

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Administers insurance and tax-saving benefits and retirement services for federal employees, retirees, survivors, and their families.

F5.1  
Pre-Retirement  
Activities

F5.2  
Retirement Case  
Processing

F5.3  
Post-Retirement  
Customer Service

Definition

Authorities

Pre-Retirement Activities provides advice and direction to Federal agencies to prepare the workforce for retirement employee pre-retirement issues and to improve the quality of retirement applications prior to agency submission.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Administers insurance and tax-saving benefits and retirement services for federal employees, retirees, survivors, and their families.

F5.1  
Pre-Retirement  
Activities

F5.2  
Retirement Case  
Processing

F5.3  
Post-Retirement  
Customer Service

Definition	Authorities
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**Designated Policy Lead:** [OPM Retirement Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Administers insurance and tax-saving benefits and retirement services for federal employees, retirees, survivors, and their families.

F5.1  
Pre-Retirement  
Activities

F5.2  
Retirement Case  
Processing

F5.3  
Post-Retirement  
Customer Service

Definition

Authorities

Retirement Case Processing processes submitted retirement applications and determines the appropriate amount of monthly annuity payments.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Administers insurance and tax-saving benefits and retirement services for federal employees, retirees, survivors, and their families.

F5.1  
Pre-Retirement  
Activities

F5.2  
Retirement Case  
Processing

F5.3  
Post-Retirement  
Customer Service

Definition	Authorities
------------	-------------

**Designated Policy Lead:** [OPM Retirement Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Administers insurance and tax-saving benefits and retirement services for federal employees, retirees, survivors, and their families.

F5.1  
Pre-Retirement  
Activities

F5.2  
Retirement Case  
Processing

F5.3  
Post-Retirement  
Customer Service

Definition

Authorities

Post-Retirement Customer Service provides ongoing customer service to annuitants post-retirement, overseeing monthly payments, addressing account changes, and validating continued eligibility through program integrity measures.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)



Administers insurance and tax-saving benefits and retirement services for federal employees, retirees, survivors, and their families.

F5.1  
Pre-Retirement  
Activities

F5.2  
Retirement Case  
Processing

F5.3  
Post-Retirement  
Customer Service

Definition	Authorities
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**Designated Policy Lead:** [OPM Retirement Services Associate Director](#)

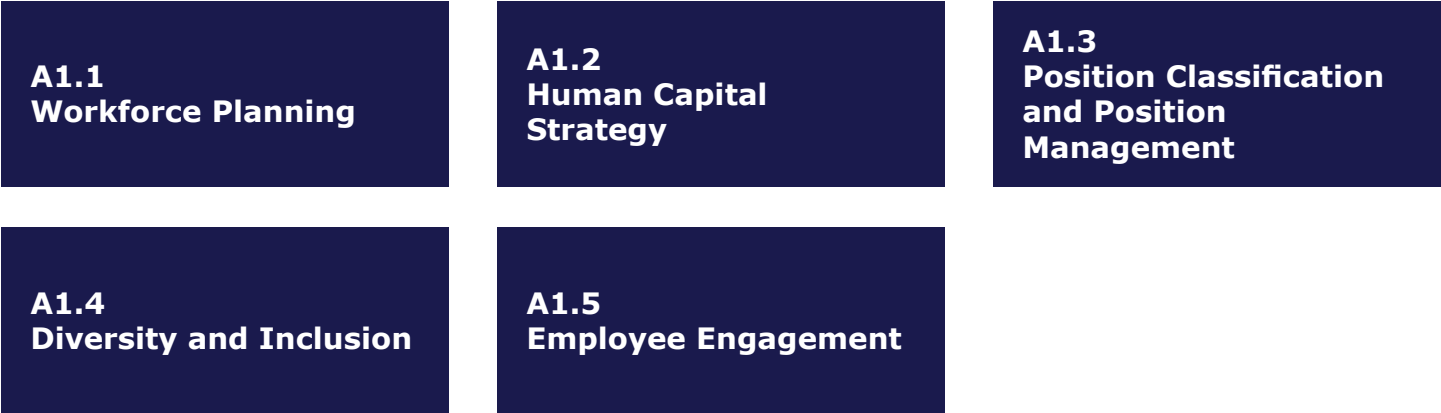
Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

The HCBRM includes two agency-specific enabling operational business functions. These functions represent the strategic planning, oversight, and evaluation responsibilities required to lead an effective and efficient workforce.



Develop effective human capital management strategies, policies, and plans to support the agency in managing a high quality, productive, and diverse workforce focused on results and aligned with agency missions, goals, and objectives in accordance with merit system principles.



Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Develop effective human capital management strategies, policies, and plans to support the agency in managing a high quality, productive, and diverse workforce focused on results and aligned with agency missions, goals, and objectives in accordance with merit system principles.



Definition	Authorities
A systematic and continuous process in which all levels of an organization’s leadership and management team work in coordination with their Chief Human Capital Officer (CHCO) to identify the size and composition of a workforce needed to achieve its goals and objectives. The process incorporates the practice of business intelligence to identify the knowledge and skills required (now and into the future) to assess its current workforce to calculate the organization’s skill gaps. The outputs of the workforce planning process will inform the formulation of a budget justification, personnel investigation and vetting forecasting, and the design/implementation and monitoring of agencies’ human capital strategy to enable the organization to be agile, resilient, and able to respond to current and future impacts.	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Develop effective human capital management strategies, policies, and plans to support the agency in managing a high quality, productive, and diverse workforce focused on results and aligned with agency missions, goals, and objectives in accordance with merit system principles.



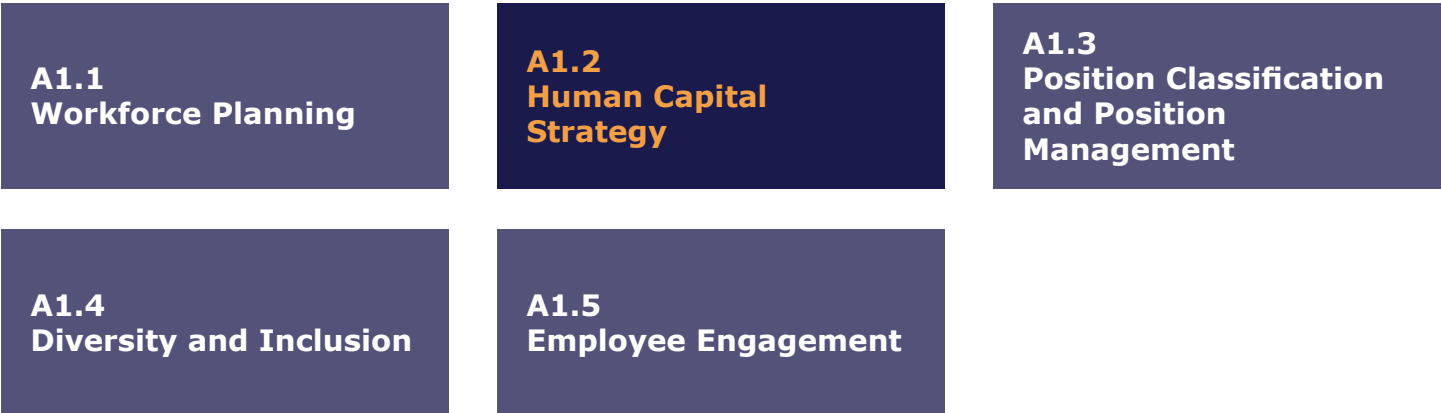
Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

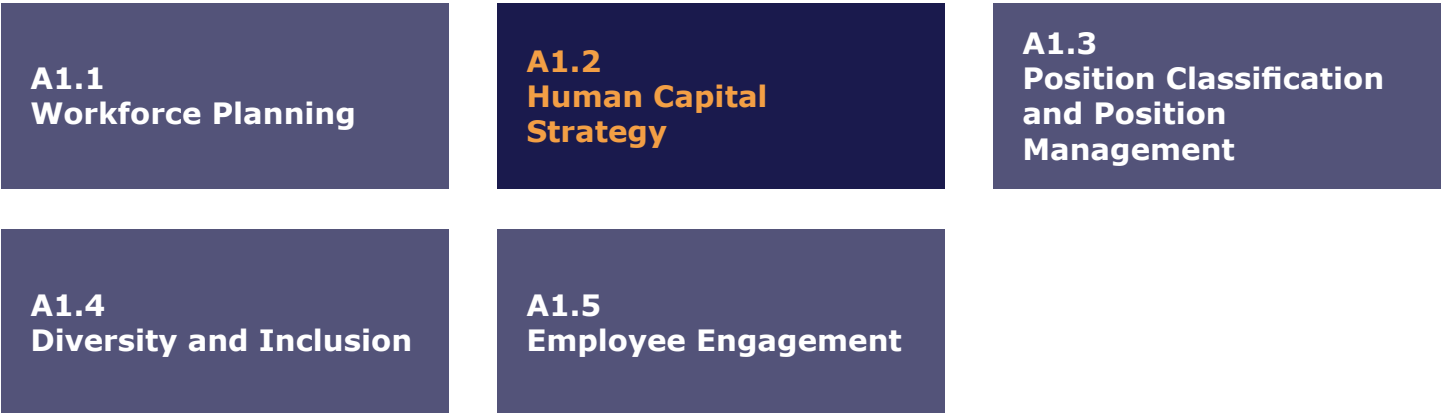
Develop effective human capital management strategies, policies, and plans to support the agency in managing a high quality, productive, and diverse workforce focused on results and aligned with agency missions, goals, and objectives in accordance with merit system principles.



Definition	Authorities
<p>A Human Capital Strategy sets forth an integrated process that implements the systems of the Human Capital Framework (HCF) using information gleaned from an organization’s workforce planning process. The systems are implemented through coordinated human capital policies and initiatives to encourage the management of a thriving workforce and substantiate human capital’s contributions to mission accomplishment. This includes the development and administration of Human Resources (HR) programs and policies, resource identification and allocation, training, and HR Information Technology systems.</p> <p>The strategy must rely upon the principles of the Strategic Planning and Alignment system of the HCF to identify the current and future workforce skills needed. The results of the foresight process must be integrated into the overall strategy to allow for the mitigation of any risks associated with causing skills gaps and the implementation of concerted efforts to enable the organization to be agile, resilient, and able to respond to future impacts. The strategy is then operationalized within agencies’ Human Capital Operating Plan.</p>	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Develop effective human capital management strategies, policies, and plans to support the agency in managing a high quality, productive, and diverse workforce focused on results and aligned with agency missions, goals, and objectives in accordance with merit system principles.



Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Develop effective human capital management strategies, policies, and plans to support the agency in managing a high quality, productive, and diverse workforce focused on results and aligned with agency missions, goals, and objectives in accordance with merit system principles.



Definition	Authorities
Position Classification is a process through which Federal jobs (i.e., positions) are assigned to a pay system, series, title, and grade or band, based on consistent application of position classification standards or job grading standards. Position management entails a carefully designed position structure that blends the skills and assignments of employees with the strategic mission and objectives of the organization. <sup>1</sup>	

Disclaimer 1: Authorities Disclaimer

1 Job grading and functional standards are used to define Federal trades, craft, and labor occupations, establish official position titles, and describe the various levels of work.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)



Develop effective human capital management strategies, policies, and plans to support the agency in managing a high quality, productive, and diverse workforce focused on results and aligned with agency missions, goals, and objectives in accordance with merit system principles.



Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

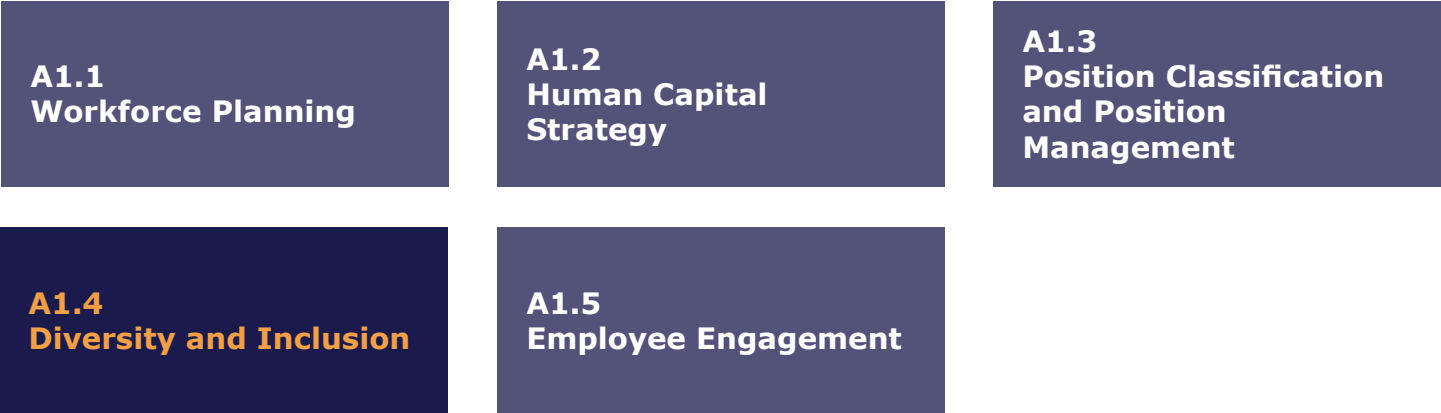
Develop effective human capital management strategies, policies, and plans to support the agency in managing a high quality, productive, and diverse workforce focused on results and aligned with agency missions, goals, and objectives in accordance with merit system principles.



Definition	Authorities
Diversity and Inclusion involves a commitment to enhance or sustain an ability to recruit, hire, promote, and retain a diverse workforce and establish or sustain a culture that encourages collaboration, flexibility, and fairness to enable individuals to participate to their full potential.	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Develop effective human capital management strategies, policies, and plans to support the agency in managing a high quality, productive, and diverse workforce focused on results and aligned with agency missions, goals, and objectives in accordance with merit system principles.



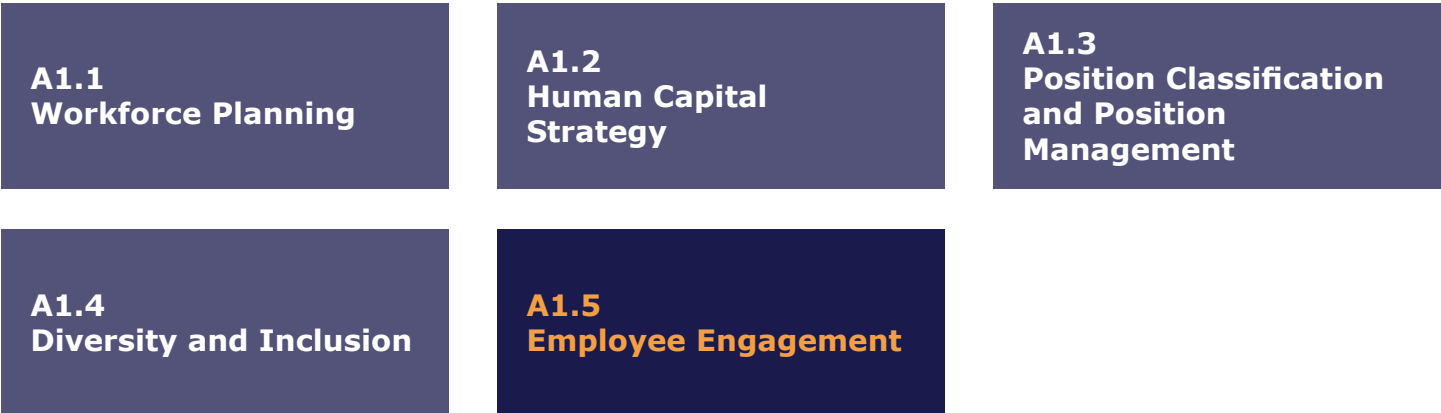
Definition	Authorities
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**Designated Policy Lead:** [OPM Diversity and Inclusion Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

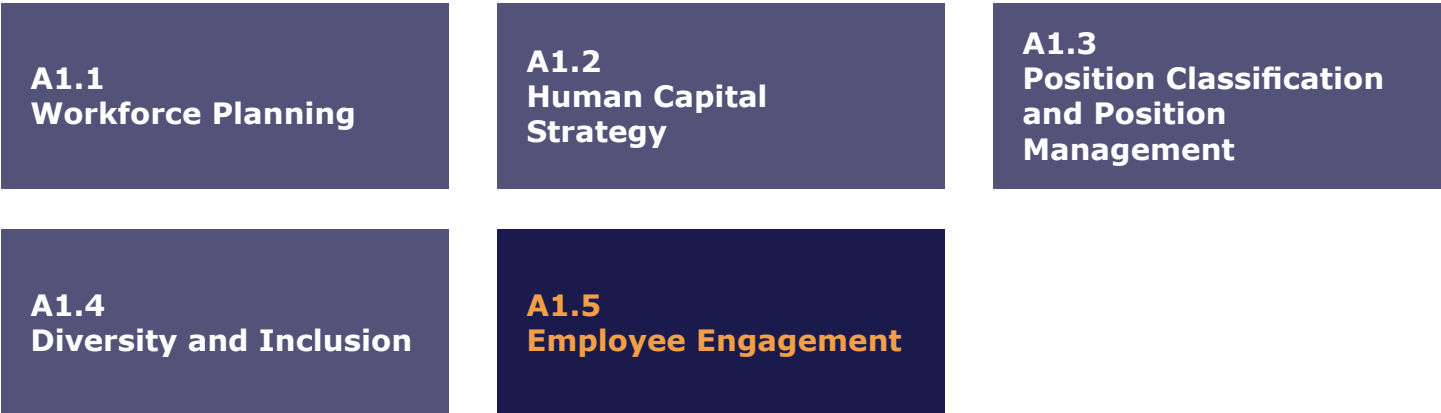
Develop effective human capital management strategies, policies, and plans to support the agency in managing a high quality, productive, and diverse workforce focused on results and aligned with agency missions, goals, and objectives in accordance with merit system principles.



Definition	Authorities
Agencies develop and implement the policies and actions through which agencies seek to instill in employees a sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission.	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Develop effective human capital management strategies, policies, and plans to support the agency in managing a high quality, productive, and diverse workforce focused on results and aligned with agency missions, goals, and objectives in accordance with merit system principles.



Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Assess results achieved across all Human Capital Management systems in support of mission goals to identify and implement improvements, and enable HC activities consistent with law and support merit system principles.

**A10.1  
Human Capital  
Programmatic  
Evaluation**

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Assess results achieved across all Human Capital Management systems in support of mission goals to identify and implement improvements, and enable HC activities consistent with law and support merit system principles.

A10.1  
Human Capital  
Programmatic  
Evaluation

Definition

Authorities

Human Capital Programmatic Evaluation refers to an agency’s self-assessment and impact evaluation of its human capital strategy, services, and practices to improve its return on human capital investment, quality, efficiency, and employee satisfaction.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Assess results achieved across all Human Capital Management systems in support of mission goals to identify and implement improvements, and enable HC activities consistent with law and support merit system principles.

A10.1  
Human Capital  
Programmatic  
Evaluation

Definition

Authorities

**Designated Policy Lead:** [OPM Merit System Accountability and Compliance Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)



The HCBRM includes five agency-specific employee lifecycle operational business functions. These functions represent the responsibilities, processes, and activities required to manage employees from “Hire to Retire.”

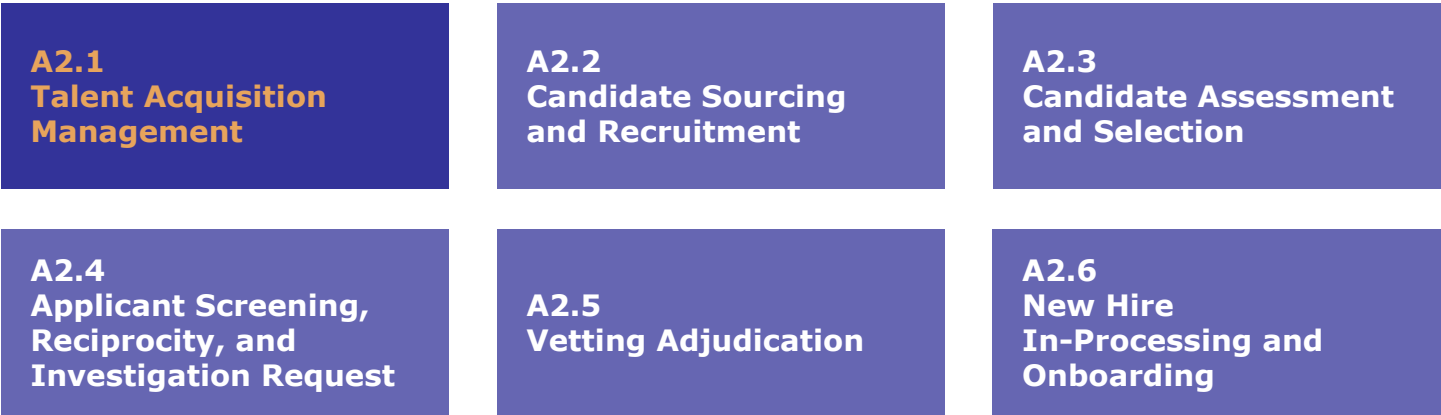


Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.

<b>A2.1 Talent Acquisition Management</b>	<b>A2.2 Candidate Sourcing and Recruitment</b>	<b>A2.3 Candidate Assessment and Selection</b>
<b>A2.4 Applicant Screening, Reciprocity, and Investigation Request</b>	<b>A2.5 Vetting Adjudication</b>	<b>A2.6 New Hire In- Processing and Onboarding</b>

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.

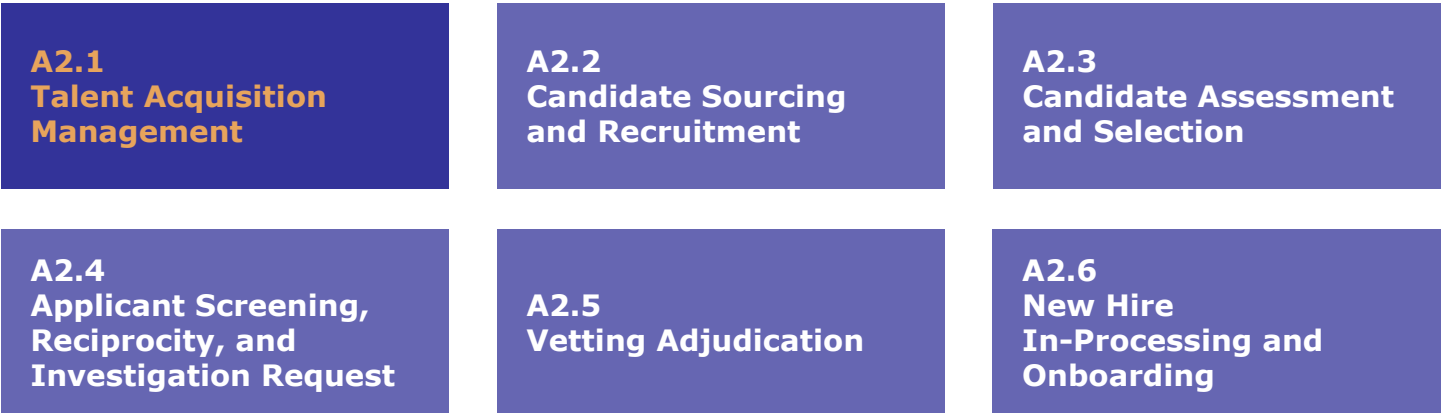


Definition	Authorities
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Talent Acquisition Management includes aligning the workforce plan to business unit strategies/resource needs, by identifying the job and assessments, undertaking position designations, recruiting and/or announcing the job, accepting and reviewing applications, assessing applicants, certifying eligible candidates, making selections, and auditing the hiring action/record keeping.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.



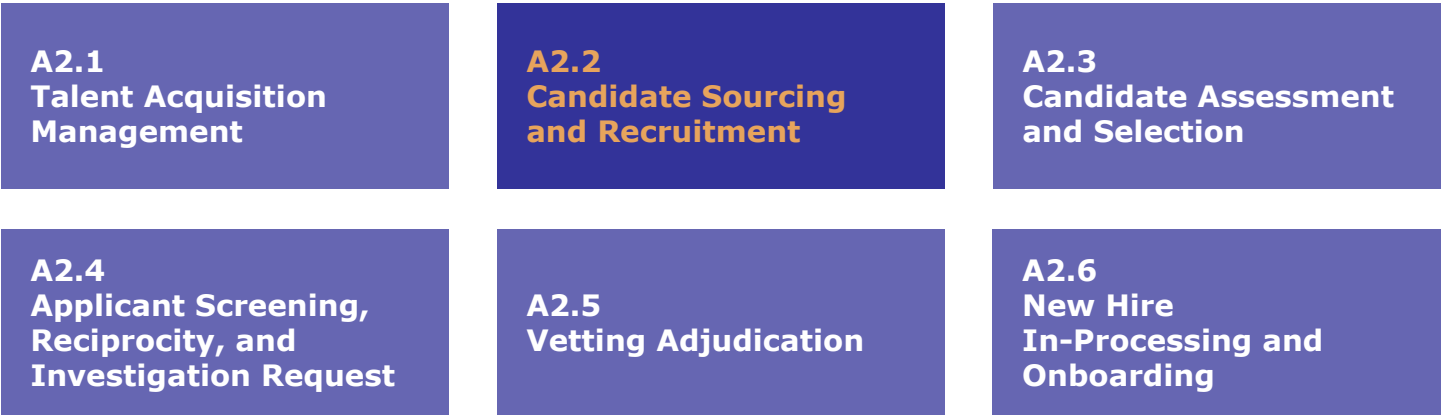
Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#); [OPM Suitability Executive Agent Programs Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.

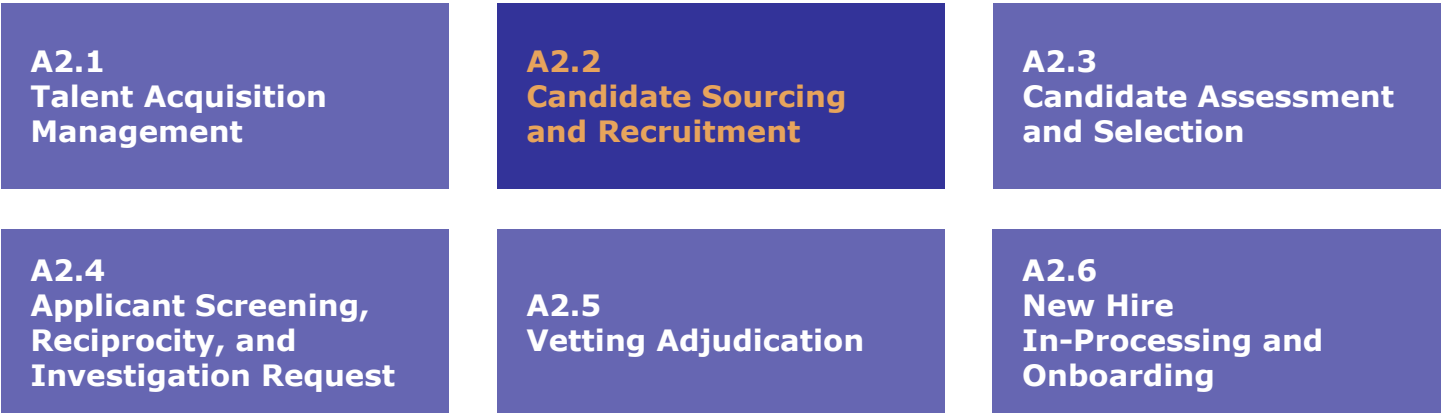


Definition	Authorities
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Candidate Sourcing and Recruitment is the process of attracting strong applicants prepared to perform successfully on the job. Agencies should recruit from qualified individuals from appropriate sources in an endeavor to achieve a workforce from all segments of society.

Maintained by: [hrllob@opm.gov](mailto:hrllob@opm.gov)

Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.



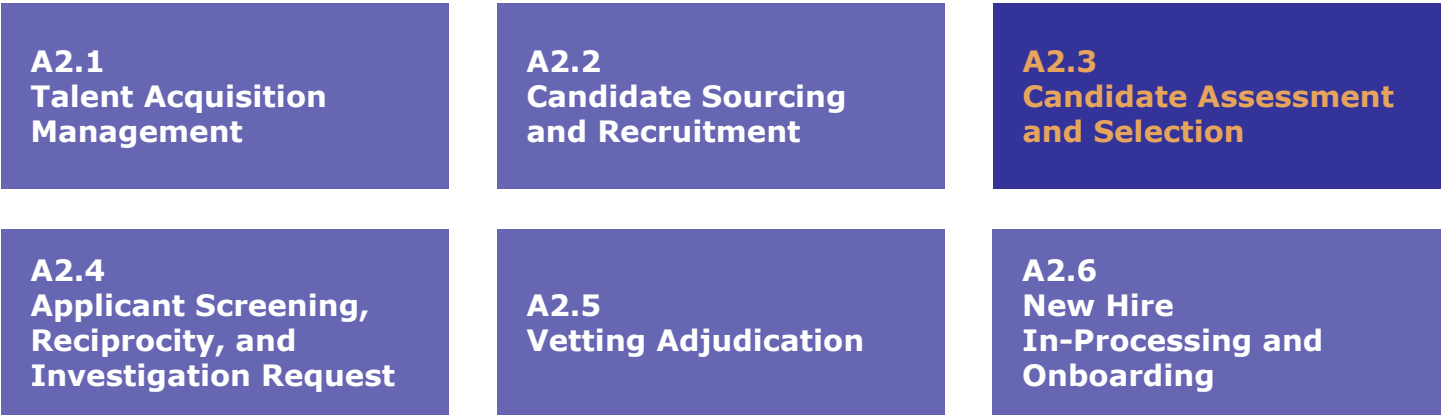
Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrllob@opm.gov](mailto:hrllob@opm.gov)

Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.



Definition	Authorities
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Candidate Assessment and Selection includes developing and implementing general or customized tests, structured interviews, and other assessments to determine qualification for the position and evaluate candidates as to their relative levels of knowledge, skills, and abilities.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.

A2.1  
Talent Acquisition  
Management

A2.2  
Candidate Sourcing  
and Recruitment

A2.3  
Candidate Assessment  
and Selection

A2.4  
Applicant Screening,  
Reciprocity, and  
Investigation Request

A2.5  
Vetting Adjudication

A2.6  
New Hire  
In-Processing and  
Onboarding

Definition	Authorities
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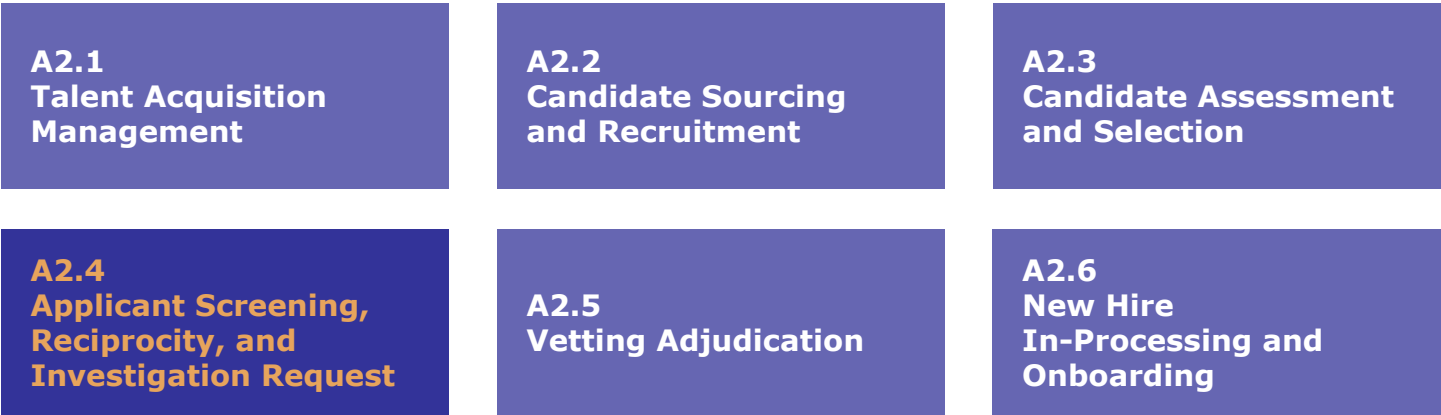
**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)



Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.



Definition	Authorities
Screening Applicants, Reciprocity, and Investigation Requests includes screening applicants for potential issues of suitability concerns; validating the need for an investigation or adjudication in light of law or policy issued by the applicable Executive Agent(s) that background investigations and adjudications shall be mutually and reciprocally accepted by agencies; and, if an agency determines an investigation must be conducted, initiating the Electronic Questionnaires for Investigations Processing (e-QIP) system and forward to NBIB for investigation once the e-QIP application information is validated and complete.	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.

A2.1  
Talent Acquisition  
Management

A2.2  
Candidate Sourcing  
and Recruitment

A2.3  
Candidate Assessment  
and Selection

A2.4  
Applicant Screening,  
Reciprocity, and  
Investigation Request

A2.5  
Vetting Adjudication

A2.6  
New Hire  
In-Processing and  
Onboarding

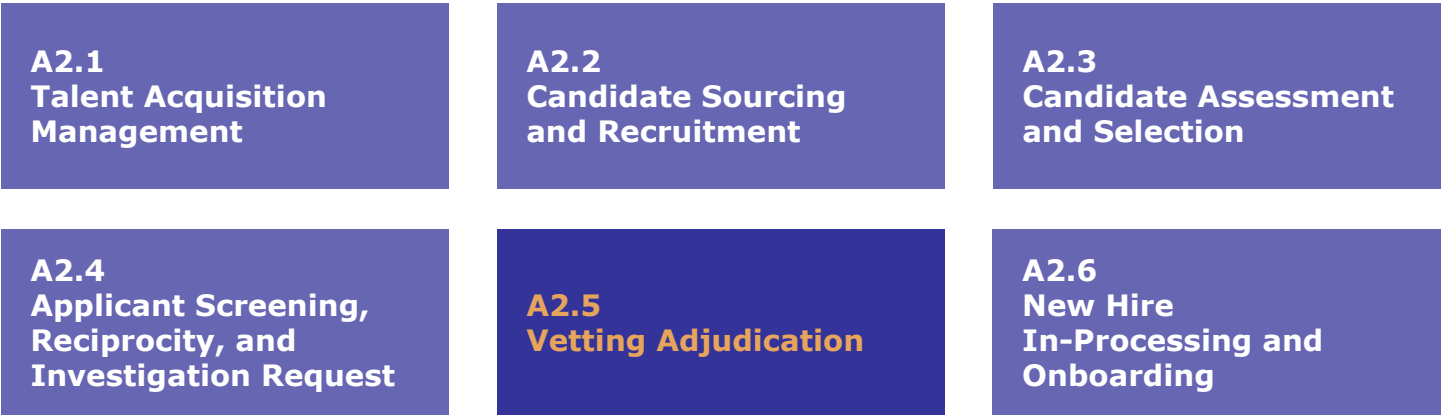
Definition	Authorities
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**Designated Policy Lead:** [OPM Suitability Executive Agent Programs Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.

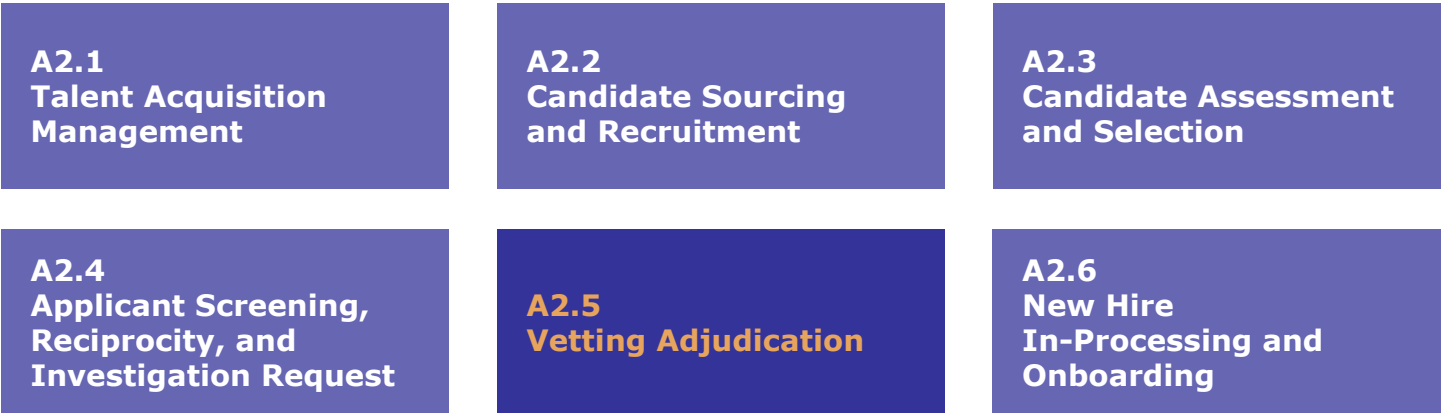


Definition	Authorities
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Based on a completed background investigation, agencies will make a suitability, fitness, national security, and/or credentialing adjudication, and report final adjudication to the Central Verification System (government adjudication and clearance system).

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.



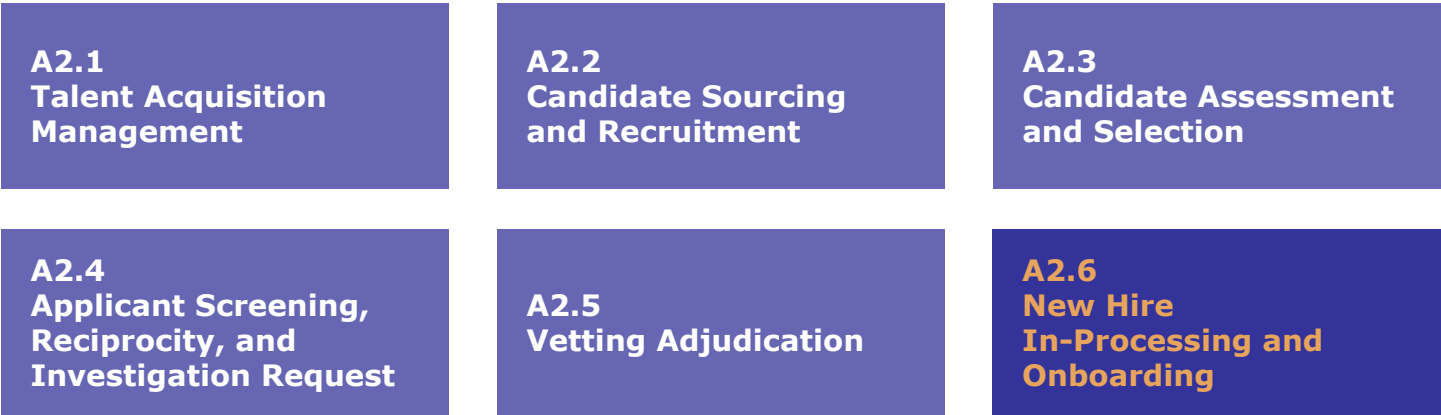
Definition	Authorities
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**Designated Policy Lead:** [OPM Suitability Executive Agent Programs Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.

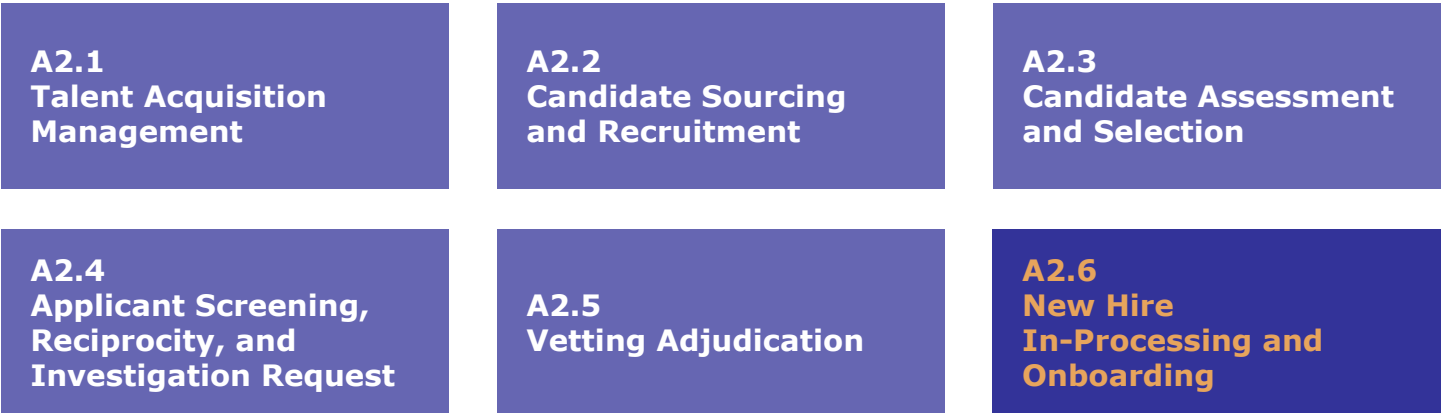


Definition	Authorities
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New Hire In-Processing includes hiring a candidate, and managing and automating in-processing forms. Onboarding is the process of integrating new employees into an organization and equipping them to become successful and productive.

Maintained by: [hrllob@opm.gov](mailto:hrllob@opm.gov)

Establish internal programs and procedures for attracting, recruiting, assessing, and selecting employees with the right skills and competencies, from all segments of society, in accordance with merit system principles.



Definition	Authorities
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**Designated Policy Lead:** Multiple

This is a cross-cutting sub-function governed by the policy leads and authorities in other applicable HCBRM sub-functions.

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Implement and maintain comprehensive employee development and engagement programs to meet current and future talent demands of the agency and to develop and retain quality, high performing, and diverse talent.

A3.1  
Talent Development  
Planning

A3.2  
Talent Development  
and Training

A3.3  
Learning  
Administration

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Implement and maintain comprehensive employee development and engagement programs to meet current and future talent demands of the agency and to develop and retain quality, high performing, and diverse talent.

A3.1  
Talent Development  
Planning

A3.2  
Talent Development  
and Training

A3.3  
Learning  
Administration

Definition	Authorities
Talent Development cultivates a continuous learning and development environment so that an agency’s workforce can adapt to constant change, internal restructuring, and/or adaptations that affect how work is performed. Talent Development activities are aligned to an agency’s Talent Management process to facilitate succession planning and retention as the organizational philosophy versus possessing the mindset of replacing the required skills sets. The integration of Talent Development with Talent Management includes the analysis of workforce data to determine how an agency will meet its needs through the development/re-development of talent who possesses the required skills.	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)



Implement and maintain comprehensive employee development and engagement programs to meet current and future talent demands of the agency and to develop and retain quality, high performing, and diverse talent.

A3.1  
Talent Development  
Planning

A3.2  
Talent Development  
and Training

A3.3  
Learning  
Administration

Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Implement and maintain comprehensive employee development and engagement programs to meet current and future talent demands of the agency and to develop and retain quality, high performing, and diverse talent.

A3.1  
Talent Development  
Planning

A3.2  
Talent Development  
and Training

A3.3  
Learning  
Administration

Definition	Authorities
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Talent Development and Training is the creation and delivery of learning resources and opportunities increasing the employees’ capacity to successfully perform in their roles and advance their careers.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Implement and maintain comprehensive employee development and engagement programs to meet current and future talent demands of the agency and to develop and retain quality, high performing, and diverse talent.

A3.1  
Talent Development  
Planning

A3.2  
Talent Development  
and Training

A3.3  
Learning  
Administration

Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Implement and maintain comprehensive employee development and engagement programs to meet current and future talent demands of the agency and to develop and retain quality, high performing, and diverse talent.

- A3.1  
Talent Development  
Planning
- A3.2  
Talent Development  
and Training
- A3.3  
Learning  
Administration

Definition

Authorities

Learning Administration is the management and administration of agency talent development processes and programs.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Implement and maintain comprehensive employee development and engagement programs to meet current and future talent demands of the agency and to develop and retain quality, high performing, and diverse talent.

A3.1  
Talent Development  
Planning

A3.2  
Talent Development  
and Training

A3.3  
Learning  
Administration

Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Create, implement, and maintain comprehensive employee performance management practices, programs, and activities that support mission objectives.

**A4.1  
Employee Performance  
Management**

**A4.2  
Recognition  
Management**

**A4.3  
Performance Appraisal  
System Certification for  
SES and SL/ST**

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Create, implement, and maintain comprehensive employee performance management practices, programs, and activities that support mission objectives.

- A4.1  
Employee Performance  
Management
- A4.2  
Recognition  
Management
- A4.3  
Performance Appraisal  
System Certification for  
SES and SL/ST

Definition	Authorities
Employee Performance Management is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals. This includes, but is not limited to, setting standards and appraisals.	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Create, implement, and maintain comprehensive employee performance management practices, programs, and activities that support mission objectives.

- A4.1  
Employee Performance Management
- A4.2  
Recognition Management
- A4.3  
Performance Appraisal System Certification for SES and SL/ST

Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)



Create, implement, and maintain comprehensive employee performance management practices, programs, and activities that support mission objectives.

- A4.1  
Employee Performance  
Management
- A4.2  
Recognition  
Management
- A4.3  
Performance Appraisal  
System Certification for  
SES and SL/ST

Definition	Authorities
Recognition Management involves defining appropriate types of recognition (e.g. cash, non-monetary, honor awards), analyzing current recognition and reward programs and practices so that they are aligned to organizational business and people strategies and motivate individual/team/organizational achievement, so that award criteria are sufficiently met.	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Create, implement, and maintain comprehensive employee performance management practices, programs, and activities that support mission objectives.

- A4.1  
Employee Performance  
Management
- A4.2  
Recognition  
Management
- A4.3  
Performance Appraisal  
System Certification for  
SES and SL/ST

Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Create, implement, and maintain comprehensive employee performance management practices, programs, and activities that support mission objectives.

- A4.1  
Employee Performance  
Management
- A4.2  
Recognition  
Management
- A4.3  
Performance Appraisal  
System Certification for  
SES and SL/ST

Definition	Authorities
Performance Appraisal System Certification for SES and SL/ST performance appraisal systems involves designing and implementing a performance appraisal system covering Senior Executive Service employees, or covering Senior-Level (SL) and Scientific and Professional (ST) employees, respectively, in a manner that achieves certification by OPM, with OMB concurrence, that the appraisal system, as designed and applied, makes meaningful distinctions based on relative performance, thus authorizing use of a higher maximum pay cap and aggregate pay limit than would otherwise apply to employees covered by the applicable appraisal system(s).	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Create, implement, and maintain comprehensive employee performance management practices, programs, and activities that support mission objectives.

- A4.1  
Employee Performance  
Management
- A4.2  
Recognition  
Management
- A4.3  
Performance Appraisal  
System Certification for  
SES and SL/ST

Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement compensation, benefits, and retention programs to support agency mission and workforce strategy.

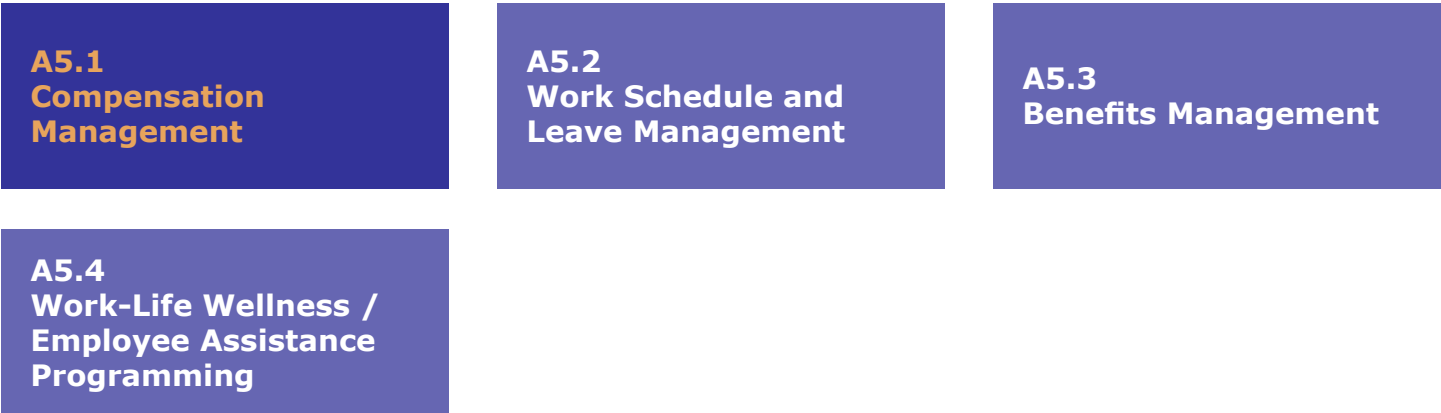
A5.1  
Compensation  
Management

A5.2  
Work Schedule and  
Leave Management

A5.3  
Benefits Management

A5.4  
Work-Life Wellness /  
Employee Assistance  
Programming

Design, develop, and implement compensation, benefits, and retention programs to support agency mission and workforce strategy.



Definition	Authorities
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Compensation Management designs, develops, and implements compensation policies and programs that attract, retain, and compensate employees in accordance with law and regulations; develops and implements strategic and cost effective use of pay flexibilities to address agency recruitment and retention needs in support of their missions and goals; coordinates with appropriate organizations to promote policies, programs, and human resources, payroll, and time and attendance systems which support accurate and timely benefits for employees.

Note: Federal civilian employees may be subject to compensation provisions in lieu of, or in addition to, the authorities listed below. For example, some agencies have independent statutory authority to fix compensation without regard to provisions of title 5, United States Code. Agencies may revise or supplement this list of authorities, as appropriate.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement compensation, benefits, and retention programs to support agency mission and workforce strategy.

A5.1  
Compensation  
Management

A5.2  
Work Schedule and  
Leave Management

A5.3  
Benefits Management

A5.4  
Work-Life Wellness /  
Employee Assistance  
Programming

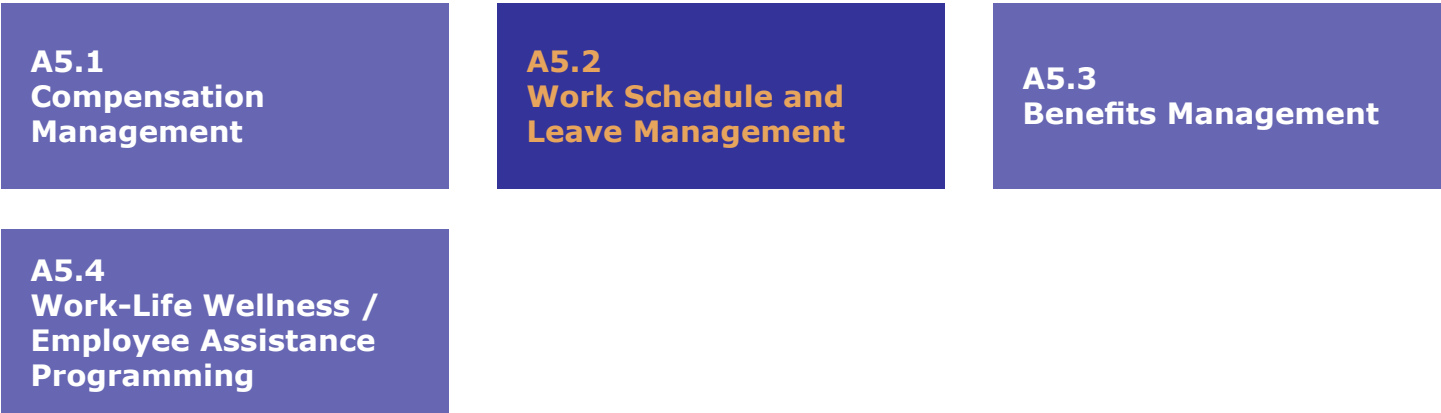
Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement compensation, benefits, and retention programs to support agency mission and workforce strategy.



Definition	Authorities
<p>Work Schedule and Leave Management designs, develops, and implements leave and work schedule policies and programs that attract, retain, and meet the work-life needs of employees in accordance with law and regulations. Develops and implements policies to administer leave and work schedules in support of agency missions and goals. Coordinates with organizations to provide for the appropriate conveyance of policies, programs, human resources, payroll, and time and attendance systems supporting accurate and timely benefits for employees.</p> <p>Note: Federal civilian employees may be subject to leave and work schedule provisions in lieu of or in addition to the authorities listed below. For example, some agencies have independent statutory authority to fix leave and work schedule benefits without regard to provisions of Title 5, United States Code. Agencies may revise or supplement this list of authorities, as appropriate.</p>	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)



Design, develop, and implement compensation, benefits, and retention programs to support agency mission and workforce strategy.

A5.1  
Compensation  
Management

A5.2  
Work Schedule and  
Leave Management

A5.3  
Benefits Management

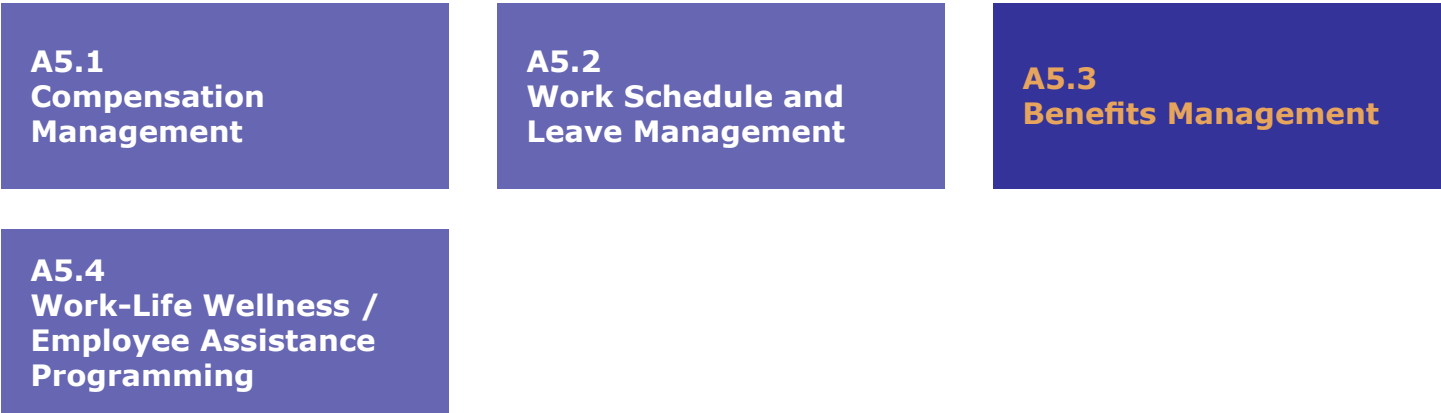
A5.4  
Work-Life Wellness /  
Employee Assistance  
Programming

Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Design, develop, and implement compensation, benefits, and retention programs to support agency mission and workforce strategy.



Definition	Authorities
Benefits Management is a collaborative process of establishing and maintaining a quality and competitive portfolio of insurance and tax-saving benefits for federal employees, retirees, and their families. The portfolio of benefits includes health insurance, life insurance, dental and vision insurance, long-term care insurance, and flexible spending accounts. Management includes administering and negotiating various contracts and oversight of day-to-day program activities, contract performance, customer service, and conducting Open Season. Program quality, competition, and innovation are maintained and improved through a continuous review and development of effective strategies, goals and policies.	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement compensation, benefits, and retention programs to support agency mission and workforce strategy.

A5.1  
Compensation  
Management

A5.2  
Work Schedule and  
Leave Management

A5.3  
Benefits Management

A5.4  
Work-Life Wellness /  
Employee Assistance  
Programming

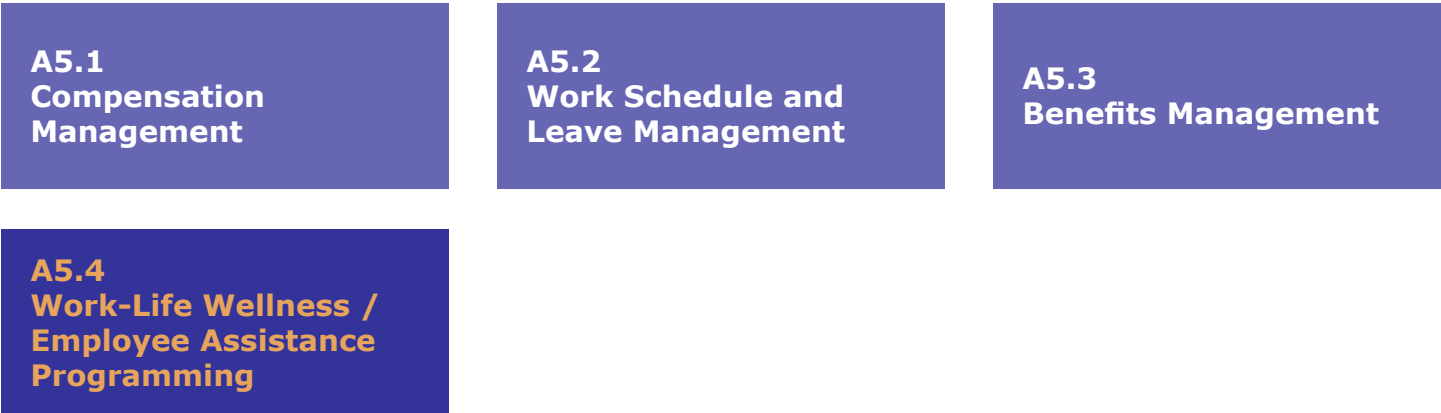
Definition	Authorities
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**Designated Policy Lead:** [OPM Planning and Policy Analysis Director](#), [OPM Healthcare and Insurance Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement compensation, benefits, and retention programs to support agency mission and workforce strategy.



Definition

Authorities

Work-life is the business practice of creating a flexible, supportive environment to engage employees and maximize organizational performance. Key work-life programs offered to federal employees include worksite health and wellness, Employee Assistance Programs, workplace flexibilities, telework, and dependent care, to name a few.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement compensation, benefits, and retention programs to support agency mission and workforce strategy.

A5.1  
Compensation  
Management

A5.2  
Work Schedule and  
Leave Management

A5.3  
Benefits Management

A5.4  
Work-Life Wellness /  
Employee Assistance  
Programming

Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Conduct efficient and accurate HC processing actions in support of employee separations and retirement.

**A6.1  
Separation Counseling**

**A6.2  
Retirement Planning  
and Processing**

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Conduct efficient and accurate HC processing actions in support of employee separations and retirement.

A6.1  
Separation Counseling

A6.2  
Retirement Planning  
and Processing

Definition

Authorities

Separation Counseling involves determining the terms, entitlements, and benefits options of separation (e.g. leave balance payout or transfer of account, severance, pension, and Temporary Continuation of Coverage, to name a few) and conducting counseling activities, when appropriate or requested, to assist the separating employee and/or his or her family with the transition and helping complete necessary documents.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Conduct efficient and accurate HC processing actions in support of employee separations and retirement.

A6.1  
Separation Counseling

A6.2  
Retirement Planning  
and Processing

Definition

Authorities

**Designated Policy Lead:** Multiple

This is a cross-cutting sub-function governed by the policy leads and authorities in other applicable HCBRM sub-functions.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)



Conduct efficient and accurate HC processing actions in support of employee separations and retirement.

A6.1  
Separation Counseling

A6.2  
Retirement Planning  
and Processing

Definition

Authorities

Retirement Planning and Processing includes retirement counseling between the HR department and the prospective retiree and retirement application processing (which includes input from the prospective retiree, HR, and payroll).

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Conduct efficient and accurate HC processing actions in support of employee separations and retirement.

- A6.1  
Separation Counseling
- A6.2  
Retirement Planning  
and Processing

Definition	Authorities
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**Designated Policy Lead:** [OPM Retirement Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

The HCBRM includes three agency-specific supporting operational business functions. These functions represent the responsibilities, processes, and activities required to protect, understand, and manage employee information and experiences.



Design, develop, and implement programs to support mission effectiveness through employee accountability and reviewing the background of a covered individual at any time to determine whether that individual continues to meet applicable requirements.

A7.1  
Employee  
Accountability for  
Conduct

A7.2  
Employee  
Accountability for  
Performance

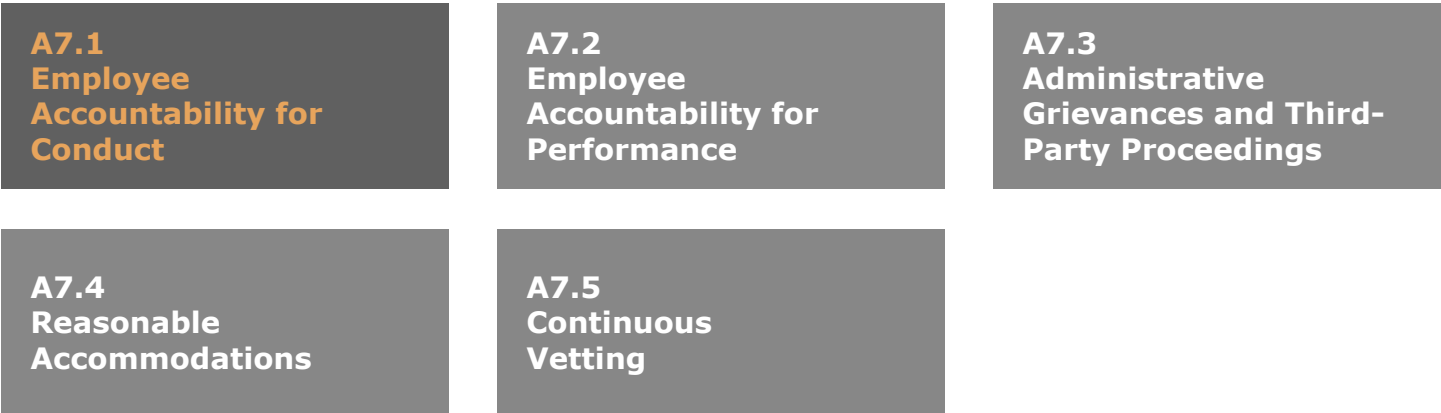
A7.3  
Administrative  
Grievances and Third-  
Party Proceedings

A7.4  
Reasonable  
Accommodations

A7.5  
Continuous  
Vetting

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement programs to support mission effectiveness through employee accountability and reviewing the background of a covered individual at any time to determine whether that individual continues to meet applicable requirements.



Definition	Authorities
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Employee Accountability for Conduct involves developing policies and procedures for addressing conduct or behavior that detracts from the efficiency of the service.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement programs to support mission effectiveness through employee accountability and reviewing the background of a covered individual at any time to determine whether that individual continues to meet applicable requirements.

A7.1  
Employee  
Accountability for  
Conduct

A7.2  
Employee  
Accountability for  
Performance

A7.3  
Administrative  
Grievances and Third-  
Party Proceedings

A7.4  
Reasonable  
Accommodations

A7.5  
Continuous  
Vetting

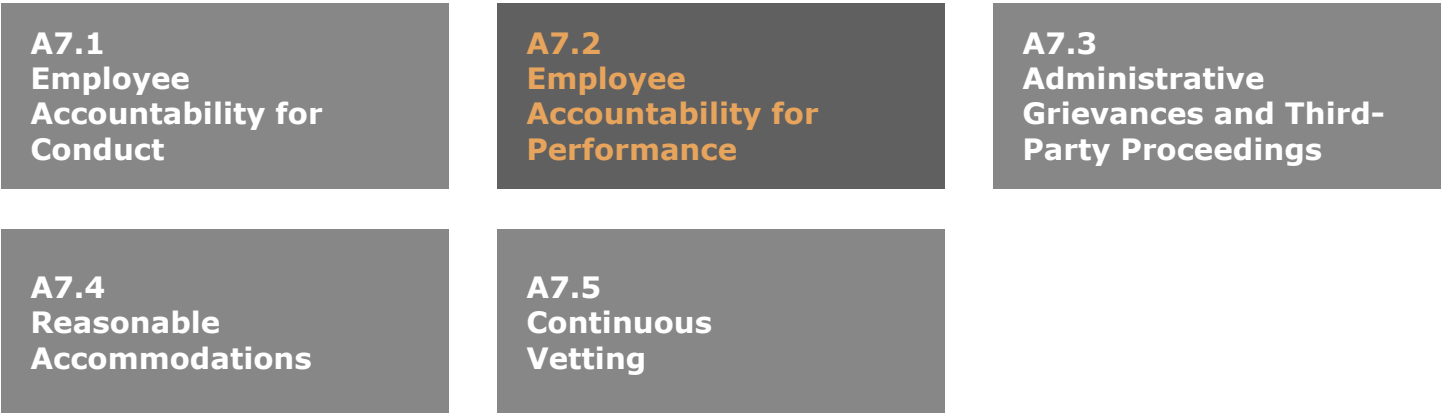
Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

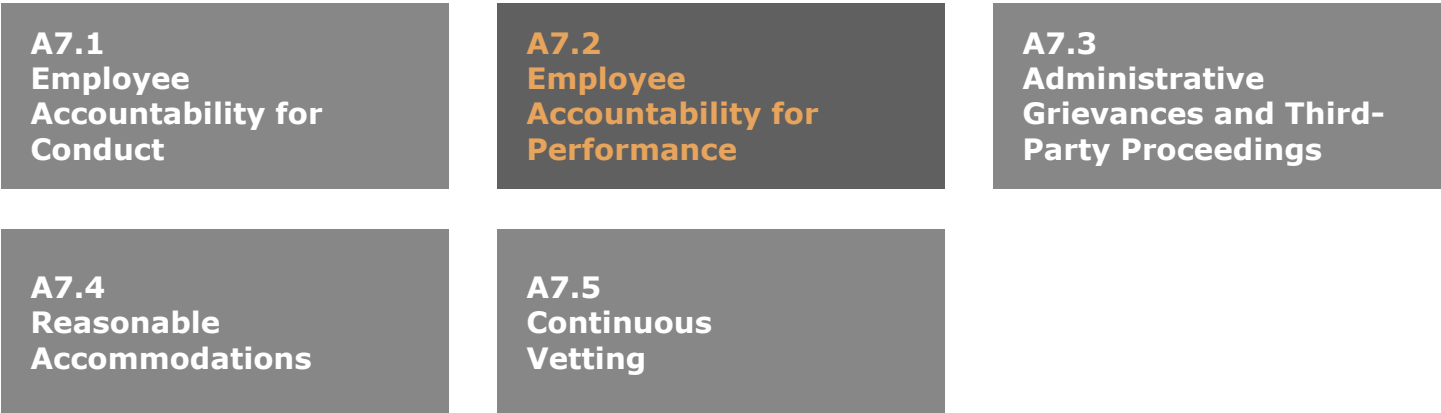
Design, develop, and implement programs to support mission effectiveness through employee accountability and reviewing the background of a covered individual at any time to determine whether that individual continues to meet applicable requirements.



Definition	Authorities
Employee Accountability for Performance involves developing policies and procedures that address unacceptable performance when an employee fails to meet established performance standards in one or more critical elements of such employee’s position.	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement programs to support mission effectiveness through employee accountability and reviewing the background of a covered individual at any time to determine whether that individual continues to meet applicable requirements.



Definition	Authorities
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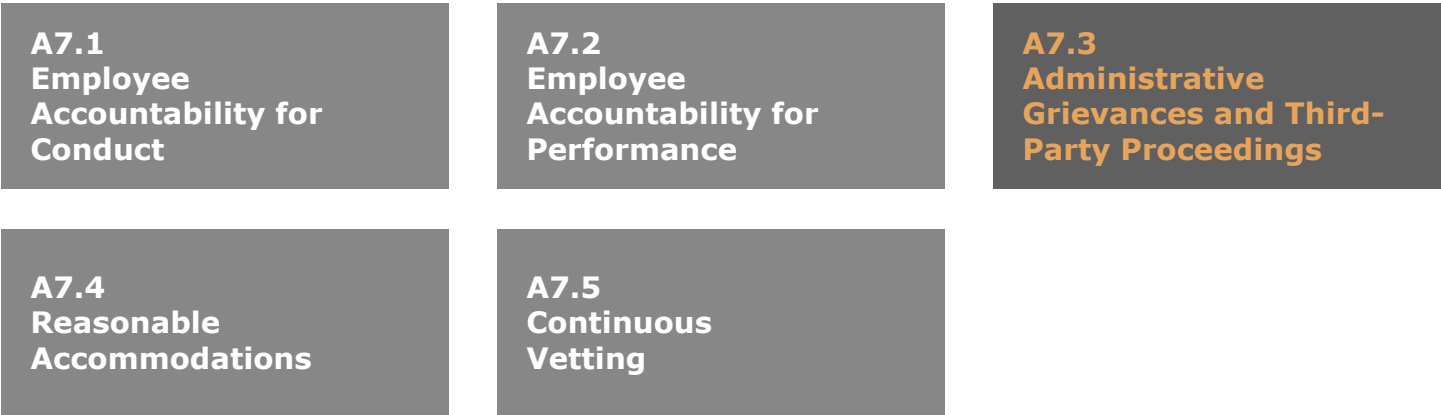
**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)



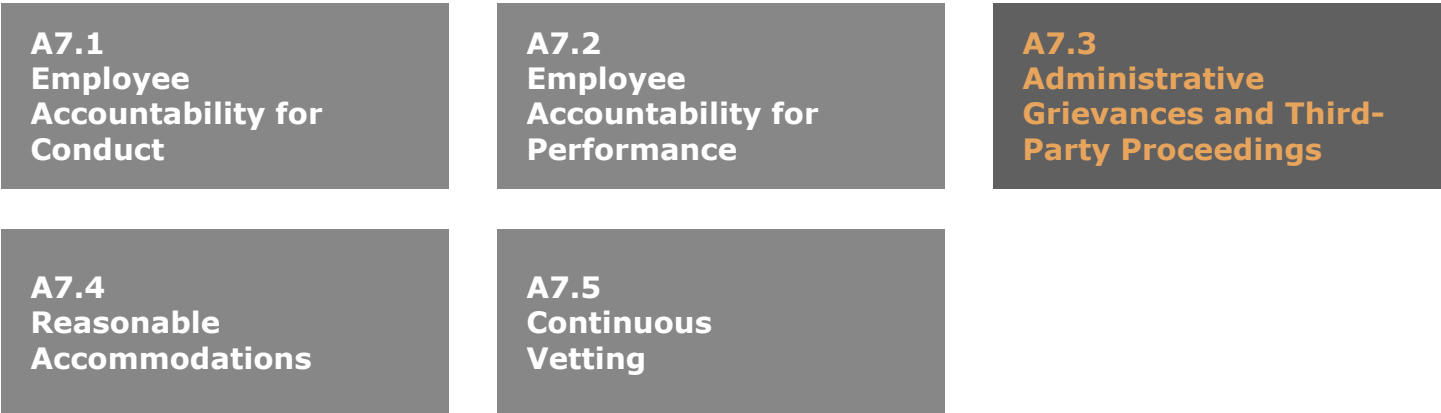
Design, develop, and implement programs to support mission effectiveness through employee accountability and reviewing the background of a covered individual at any time to determine whether that individual continues to meet applicable requirements.



Definition	Authorities
Administrative Grievances and Third-Party Proceedings for employee accountability matters refer to the processes and procedures agencies use to objectively review and resolve a matter related to personnel actions taken for employee performance or misconduct. These processes are also used to resolve concerns or dissatisfaction relating to working conditions or employment decisions affecting an employee not covered by a labor agreement with a union, including engagement in alternative methods of dispute resolution, as appropriate, (e.g., mediation, fact finding, ombudsman meeting, dispute panels, and facilitated discussion).	

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement programs to support mission effectiveness through employee accountability and reviewing the background of a covered individual at any time to determine whether that individual continues to meet applicable requirements.



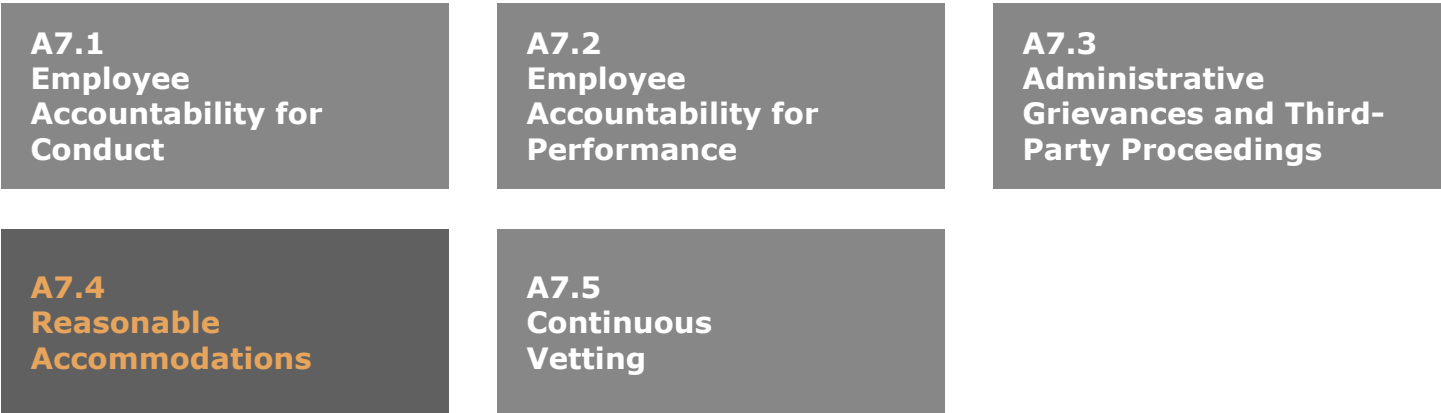
Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement programs to support mission effectiveness through employee accountability and reviewing the background of a covered individual at any time to determine whether that individual continues to meet applicable requirements.



Definition	Authorities
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Reasonable Accommodation refers to formal procedures for handling requests for an adjustment or change to some aspect of one’s job or benefit of employment for reasons related to a disability or medical condition, and available provisions that make it easier for an employee to successfully perform the essential functions of his or her position.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement programs to support mission effectiveness through employee accountability and reviewing the background of a covered individual at any time to determine whether that individual continues to meet applicable requirements.

A7.1  
Employee  
Accountability for  
Conduct

A7.2  
Employee  
Accountability for  
Performance

A7.3  
Administrative  
Grievances and Third-  
Party Proceedings

A7.4  
Reasonable  
Accommodations

A7.5  
Continuous  
Vetting

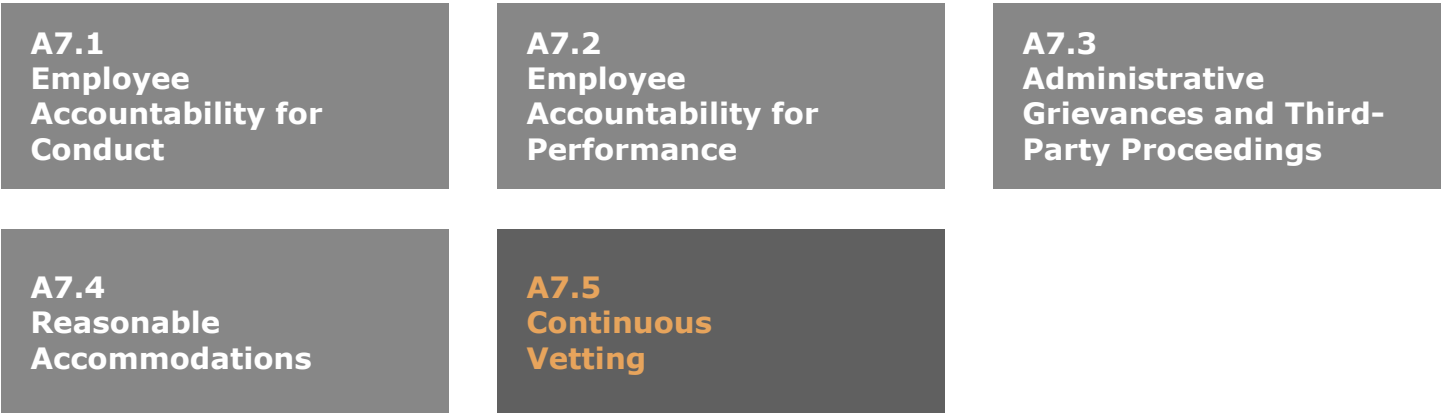
Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement programs to support mission effectiveness through employee accountability and reviewing the background of a covered individual at any time to determine whether that individual continues to meet applicable requirements.

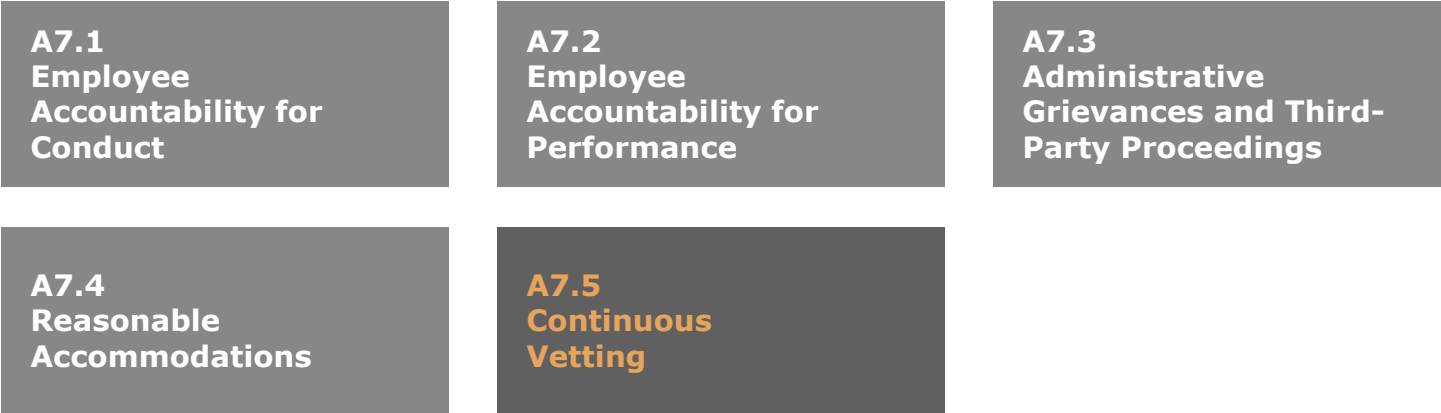


Definition	Authorities
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Agencies will conduct periodic and aperiodic (as applicable) assessments as to whether: (i) the individual continues to meet the standard for eligibility for logical or physical access to agency systems and facilities; (ii) the individual continues to meet the standard for eligibility to hold a position that is national security sensitive (including a position that requires eligibility for access to classified information); or (iii) there is evidence that suggests the employee’s removal would promote the efficiency of the service.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Design, develop, and implement programs to support mission effectiveness through employee accountability and reviewing the background of a covered individual at any time to determine whether that individual continues to meet applicable requirements.



Definition	Authorities
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**Designated Policy Lead:** [OPM Suitability Executive Agent Programs Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Manage the relationship between the agency and the respective management associations and unions.

A8.1  
Labor Management  
Relations

A8.2  
Negotiated Grievances  
and Third-Party  
Proceedings

A8.3  
Collective Bargaining

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Manage the relationship between the agency and the respective management associations and unions.

A8.1  
Labor Management  
Relations

A8.2  
Negotiated Grievances  
and Third-Party  
Proceedings

A8.3  
Collective Bargaining

Definition

Authorities

Labor Management Relations involves managing bargaining unit recognition requests, establishing an environment and resources conducive for ongoing communication between management and labor organizations representing Federal employees, and pursuing union negotiations, contracts, and agreements that are legal and compliant with government-wide laws, rules, and regulations. Labor Management Relations also involves consulting and communicating with non-labor organizations whose members are Federal employees and with other organizations on matters related to agency operations and personnel management. Such consultations and communications do not take on the character of negotiations or consultations regarding conditions of employment of bargaining unit employees.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)



Manage the relationship between the agency and the respective management associations and unions.

A8.1  
Labor Management  
Relations

A8.2  
Negotiated Grievances  
and Third-Party  
Proceedings

A8.3  
Collective Bargaining

Definition

Authorities

**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Manage the relationship between the agency and the respective management associations and unions.

A8.1  
Labor Management  
Relations

A8.2  
Negotiated Grievances  
and Third-Party  
Proceedings

A8.3  
Collective Bargaining

Definition

Authorities

Negotiated Grievances and Third-Party Proceedings refer to the procedures and guidelines to be followed by employees, management, and/or the union when resolving complaints or disputes concerning a claimed breach of the collective bargaining agreement, or any claimed violation, misinterpretation, or misapplication of any law, rule, or regulation affecting conditions of employment. For any grievance not satisfactorily settled under the negotiated grievance procedures, parties may voluntarily elect to settle disputes informally through the alternative dispute resolution (ADR) process and/or invoke arbitration for the case to be heard before a third-party arbitrator who will make a final and binding decision.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Manage the relationship between the agency and the respective management associations and unions.

- A8.1  
Labor Management  
Relations
- A8.2  
Negotiated Grievances  
and Third-Party  
Proceedings
- A8.3  
Collective Bargaining

Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Manage the relationship between the agency and the respective management associations and unions.

- A8.1  
Labor Management  
Relations
- A8.2  
Negotiated Grievances  
and Third-Party  
Proceedings
- A8.3  
Collective Bargaining

Definition

Authorities

Collective Bargaining means the performance of the mutual obligation of the representative of an agency and the exclusive representative of employees in an appropriate unit in the agency to meet at reasonable times and to consult and bargain in a good-faith effort to reach agreement with respect to the conditions of employment affecting such employees and to execute, if requested by either party, a written document incorporating any collective bargaining agreement reached, but the obligation referred to in this paragraph does not compel either party to agree to a proposal or to make a concession.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

Manage the relationship between the agency and the respective management associations and unions.

- A8.1  
Labor Management  
Relations
- A8.2  
Negotiated Grievances  
and Third-Party  
Proceedings
- A8.3  
Collective Bargaining

Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

# A9 Workforce Analytics and Employee Records

HCBRM

Implement a systematic, flexible, and inclusive process to review workforce and performance data, metrics, and results, to anticipate and plan for future strategic and operational requirements, and to make holistically informed Human Capital Management decisions.

<b>A9.1</b> Employee Inquiry Processing	<b>A9.2</b> Employee Research	<b>A9.3</b> Workforce and Performance Analytics
<b>A9.4</b> Workforce and Performance Reporting	<b>A9.5</b> Employee Records Recordkeeping	<b>A9.6</b> Employee Records Disclosure

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

A9 Workforce Analytics and Employee Records

HCBRM

Implement a systematic, flexible, and inclusive process to review workforce and performance data, metrics, and results, to anticipate and plan for future strategic and operational requirements, and to make holistically informed Human Capital Management decisions.

A9.1 Employee Inquiry Processing	A9.2 Employee Research	A9.3 Workforce and Performance Analytics
A9.4 Workforce and Performance Reporting	A9.5 Employee Records Recordkeeping	A9.6 Employee Records Disclosure

Definition	Authorities
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Employee Inquiry Processing refers to the process of handling, responding to, and maintaining information associated with employee questions, concerns, complaints, or suggestions.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)

A9 Workforce Analytics and Employee Records

HCBRM

Implement a systematic, flexible, and inclusive process to review workforce and performance data, metrics, and results, to anticipate and plan for future strategic and operational requirements, and to make holistically informed Human Capital Management decisions.

A9.1  
Employee Inquiry Processing

A9.2  
Employee Research

A9.3  
Workforce and Performance Analytics

A9.4  
Workforce and Performance Reporting

A9.5  
Employee Records Recordkeeping

A9.6  
Employee Records Disclosure

Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

This is a cross-cutting sub-function governed by the policy leads and authorities in other applicable HCBRM sub-functions.

Maintained by: [hrlob@opm.gov](mailto:hrlob@opm.gov)



A9 Workforce Analytics and Employee Records

HCBRM

Implement a systematic, flexible, and inclusive process to review workforce and performance data, metrics, and results, to anticipate and plan for future strategic and operational requirements, and to make holistically informed Human Capital Management decisions.

A9.1 Employee Inquiry Processing	A9.2 Employee Research	A9.3 Workforce and Performance Analytics
A9.4 Workforce and Performance Reporting	A9.5 Employee Records Recordkeeping	A9.6 Employee Records Disclosure

Definition	Authorities
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Employee Research involves the use of surveys, focus groups, and other data-gathering methods to reveal the attitudes, opinions, and feelings of employees that could influence the organization.

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A9 Workforce Analytics and Employee Records

HCBRM

Implement a systematic, flexible, and inclusive process to review workforce and performance data, metrics, and results, to anticipate and plan for future strategic and operational requirements, and to make holistically informed Human Capital Management decisions.

A9.1 Employee Inquiry Processing	A9.2 Employee Research	A9.3 Workforce and Performance Analytics
A9.4 Workforce and Performance Reporting	A9.5 Employee Records Recordkeeping	A9.6 Employee Records Disclosure

Definition	Authorities
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**Designated Policy Lead:** [OPM Employee Services Associate Director](#); [OPM Human Resources Solutions Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

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Workforce and Performance Analytics provide evidence-based metrics allowing government-wide and agency leadership to enhance recruitment, staffing, training and development, and facilitate compensation and benefits modeling, as well as the application of statistical models on such human resources issues as retention rates, time to on-board, retirement trends and employee engagement.

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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

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Workforce and Performance Reporting involves communicating organizational composition, resources utilization, and/or achievements data to relevant stakeholders to inform goal creation and drive positive change.

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**Designated Policy Lead:** [OPM Employee Services Associate Director](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

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Employee Records Recordkeeping is the coordinated policies and procedures, normally based on statutory/regulatory requirements or business need, that define obligations for the creation and maintenance of records by an organization.

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- A9.1  
Employee Inquiry Processing

A9.2  
Employee Research

A9.3  
Workforce and Performance Analytics

A9.4  
Workforce and Performance Reporting

A9.5  
Employee Records Recordkeeping

A9.6  
Employee Records Disclosure

Definition	Authorities
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**Designated Policy Lead:** [OPM Chief Information Officer](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

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Records Disclosure refers to the maintenance, protection, making of decisions about furnishing and withholding, and amendment of records within a system of records as defined by the Privacy Act of 1974, the Freedom of Information Act, as amended, and other applicable laws.

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**Designated Policy Lead:** [OPM Chief Information Officer](#)

Legal alignment TBD: Applicable legal citations for this function are currently under review and will be made available as soon as possible.

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